

JUMP

Promoting gender equality, advancing the economy

27th September 2016

JUMP Gender Equality Hub

How to attract women: best recruitment practices

WWW.JUMP.EU.COM

- Welcome: Arnaud Spirlet (Managing Director, Cisco Belux)
- Introduction: Isabella Lenarduzzi (JUMP)
- Presentation: Sara Vermeir (Russell Reynolds)
- Presentation: Tinna C. Nielsen (Move the Elephant for Inclusiveness)
- Company Testimonial : Pastora Valero (Cisco Systems)
- Q&A
- Best practice sharing session, moderated by Isabella Lenarduzzi (JUMP)
- Wrap-up (JUMP)
- Close of the Hub Session

- The JUMP Hub is the network of corporate diversity officers dedicated to the exchange of best practices on gender equality at work
- Thank you to our host:



Arnaud SPIRLET
Managing Director, Cisco Belux

Save the date for the next session!

- **Strategic planning & accountability: how to make your gender equality plan a success**
 - ▶ **22 November 2016** (hosted by the European Investment Bank in Brussels Schuman)
 - ▶ **Guest speaker: Eleanor Tabi Haller-Jorden**
(President & CEO of the Paradigm Forum, Strategic Advisor for EDGE Strategy, Visiting Scholar at the IMD Business School)



Let us know your topic preferences for the Hub programme 2017

- **Fill in the quick poll** (questionnaire on the table)

JUMP Forum Brussels 2017

- 21st March 2017 -

***From good intentions to great performance:
Putting gender equality at the heart of change***

***At the Vlerick Business School
(Place Rogier, Brussels)***

- **Boost your female talent pool and engage men in gender equality**
- **Most brilliant experts in gender equality**
- **Innovative talent management tools**

JUMP

27th September 2016

JUMP ***Gender Equality Hub***

Expert presentations and company testimonials



Corporate Image

- **Attract the best talent** and tap into the largest talent market - women represent 60% of graduates
- Retain thanks to an **inclusive corporate culture**, position your organisation as « a great place to work »
- Diversity is a proof of good management and innovative leadership



Marketing & Sales

- **Understand your customers better:** 60% of car purchase decisions made by women
- Employing women means better understanding of customer needs and improves the client relationship



Operational effectiveness

- Diversity in teams lead to **improved decision-making and to increased creativity and innovation**
- Diversity ensures **higher engagement** of employees (both women and men)
- Promotion of women managers is a factor of **motivation** for all women in the company



Financial performance

- Companies with higher diversity are also the companies that have the **best financial performance:** gender diverse corporations outperform by 15% (McKinsey)

TECH

Facebook's Point System Fails to Close Diversity Gap

Despite recruiter incentives, the company has made little progress addressing the persistent problem

Bank CEOs who don't hire more women face pay cuts

by Ivana Kottasova @ivanakottasova
July 11, 2016 9:24 AM ET



GENDER

How to Take the Bias Out of Interviews

by Iris Bohnet
APRIL 18, 2016

3 MINUTE READ | THE FUTURE OF WORK

Why Diversity In Hiring Is Only One Part Of The Puzzle

Hiring diverse employees is all for nothing if your culture isn't inclusive enough to make them want to stay.



Sara Vermeir
**Executive search consultant at
Russell Reynolds Associates**



The Diversity and Inclusion Talent Challenge

How to attract women: best recruitment practices

sara.vermeir@russellreynolds.com

September 2016

Sara Vermeir

Private and Confidential

Disclaimer: Nothing in this document should be construed as constituting legal advice. Notwithstanding, Russell Reynolds Associates is committed to assisting clients with their search and assessment needs in a manner consistent with all relevant equal employment opportunity laws.

Why are we still having this conversation?

- There are more CEOs of large U.S. companies who are named David (4.5%) than there are CEOs who are women (4.1%) — and David isn't even the most common first name among CEOs (John, at 5.3%.)
- Only 1 in 9 men believe that women have fewer opportunities than men, and 13 percent of men believe it is harder for men to advance because of gender-diversity programs.
- Companies are investing hundreds of millions of dollars on diversity initiatives each year.

Source: HBR article April 2016: If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired; McKinsey research

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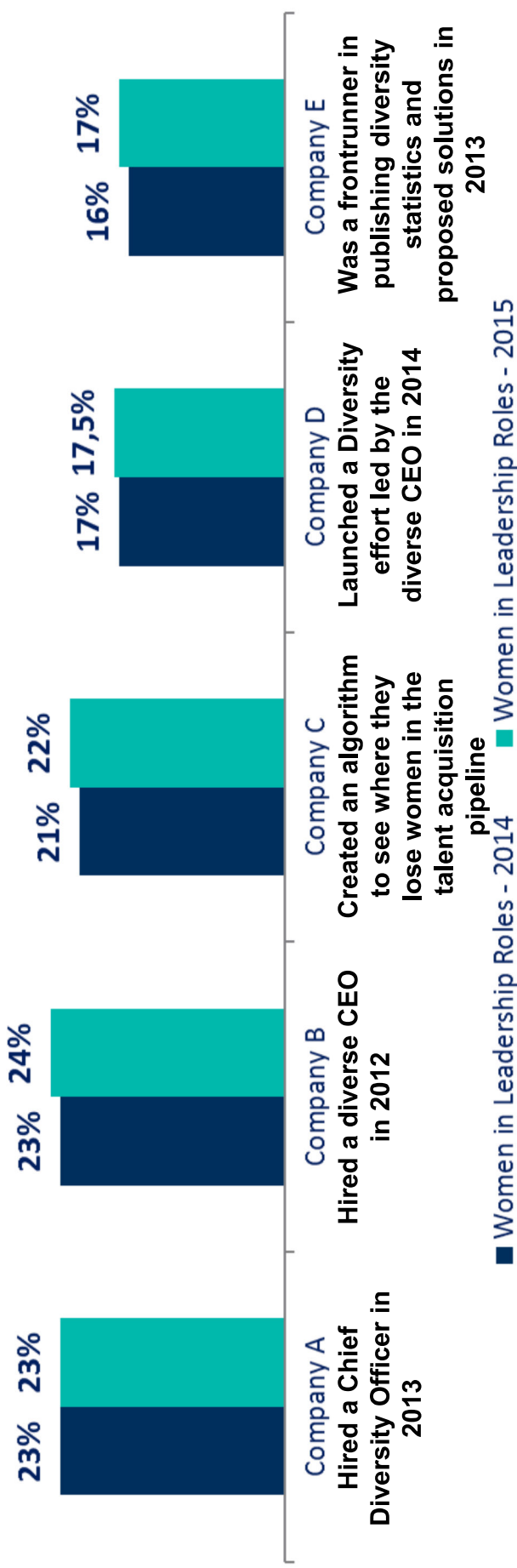
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Checking the Boxes is Not Enough

Evidence shows the good intentions coupled with the usual next steps such as CEO sponsorship, hiring a Chief Diversity Officer and compliance to regulations is not enough.

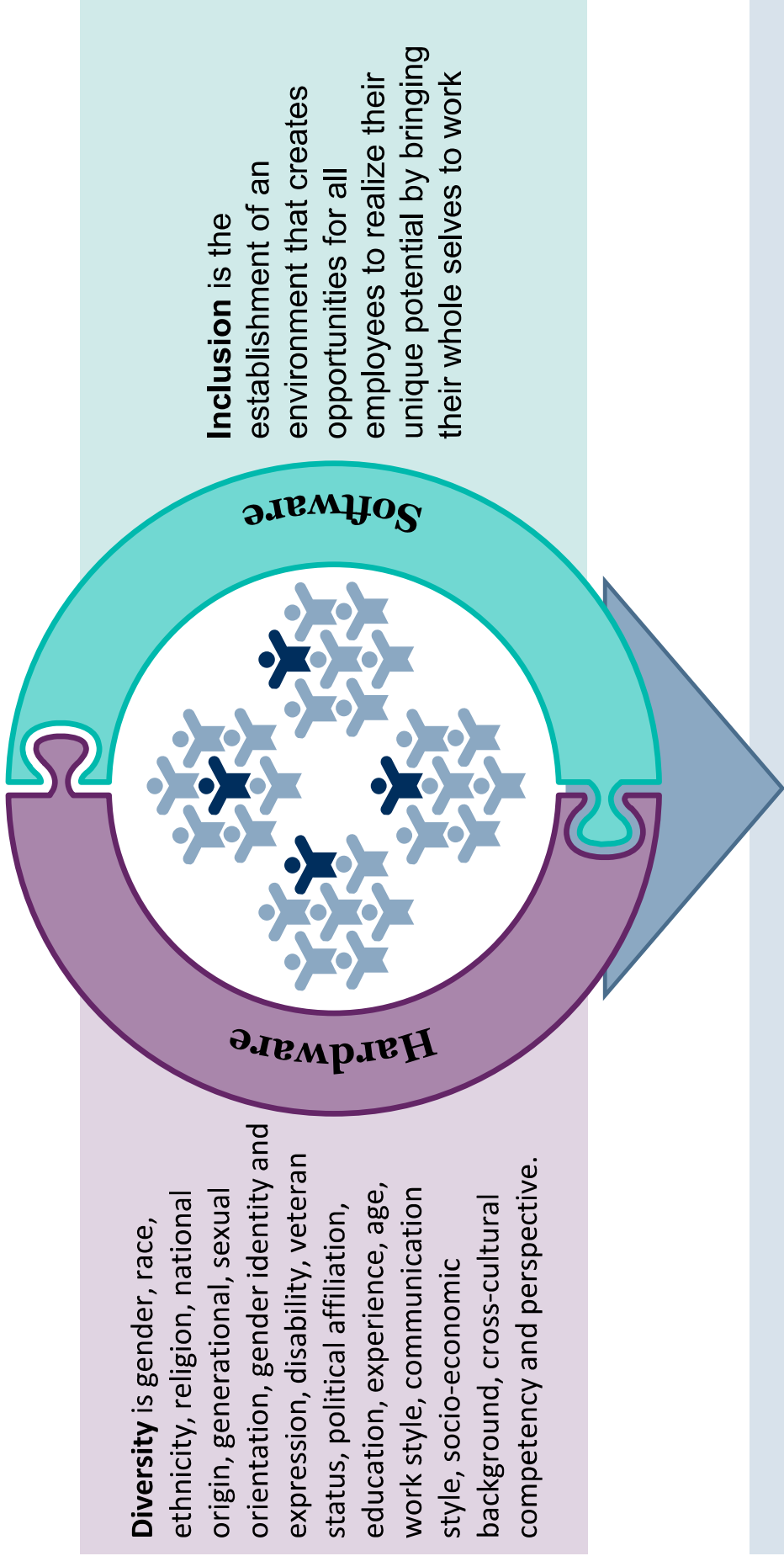
For instance, looking at a sample of five technology companies (where the most past data is available) we see disappointing results on diversity metrics despite a commitment to diversity:

Year-on-year change in proportion of women in leadership roles in 5 Tech Companies



Intentions do not necessarily yield impact.

An Inclusive Culture is Needed to Instill a Sense of Belonging



Diversity is gender, race, ethnicity, religion, national origin, generational, sexual orientation, gender identity and expression, disability, veteran status, political affiliation, education, experience, age, work style, communication style, socio-economic background, cross-cultural competency and perspective.

Inclusion is the establishment of an environment that creates opportunities for all employees to realize their unique potential by bringing their whole selves to work

Belonging is the extent to which individuals feel they can be their authentic selves at the organization

The D&I journey encompasses multiple aspects



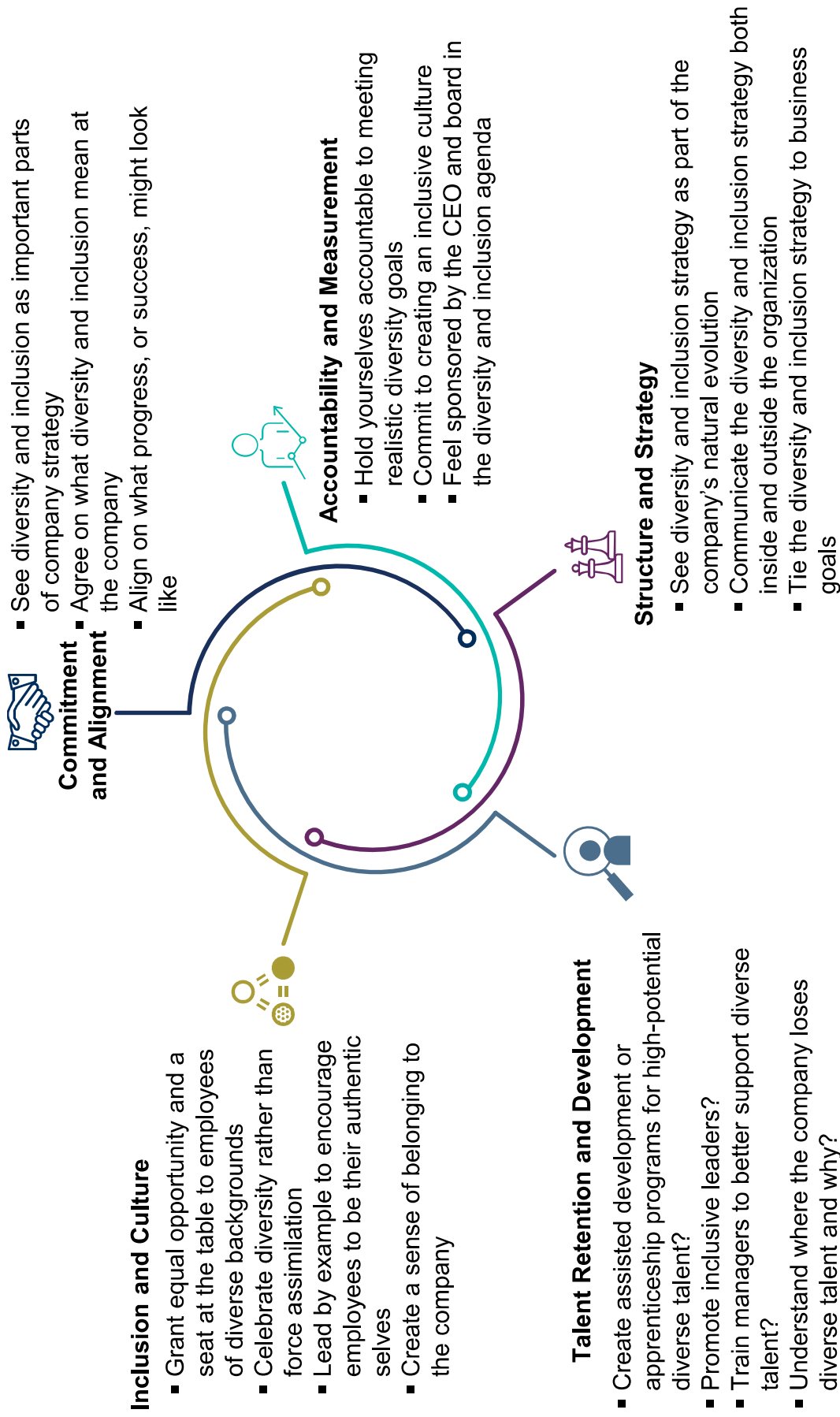
How to recruit women?

Best practices for recruiting women

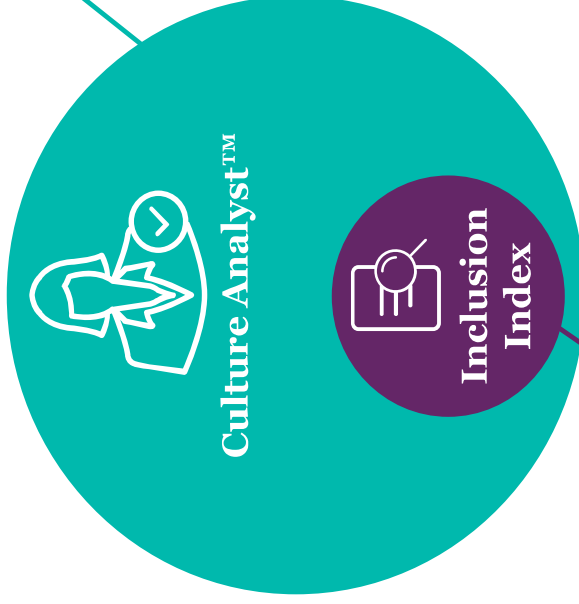


- 1** Make D&I part of your brand
- 2** Be more visible to women and cast a wider net
- 3** Ensure neutral job specifications
- 4** Undergo training for unconscious bias
- 5** Insist on inclusive slates of talent
- 6** Ensure a diverse hiring panel

1 Make D&I part of your brand and your identity: you need to get many components right



1 We can measure the culture and the inclusion of an organization...



Culture Analyst™

- 121 question survey
- The Culture Analyst gives you an unvarnished view of your organization's culture, allowing you to compare the culture you actually have with the culture that your branding, messaging and strategic plan says that you have. This helps shed light on issues that might impede the execution of strategy.
- Cultural differences within the organization (among business units, geographies and position level) also can be understood, providing insight into the successful integration of subcultures, as well as turnover and retention issues.
- When the Culture Analyst™ assessment is administered annually, this diagnosis can serve as a reference point for the progress of culture change initiatives.
- We enhance each leadership selection by providing a powerful extra dimension to the evaluation of finalist candidates, allowing the consideration of compatibility along with ability – and enabling you to recruit in and/or develop highly inclusive culture carriers.

Inclusion Index

- Inclusion and Belonging sub-index
- Sample questions: "Teamwork is rewarded", "Individuals are respectful of co-workers from different ethnic backgrounds", "Senior leadership seeks to learn about cultural differences"

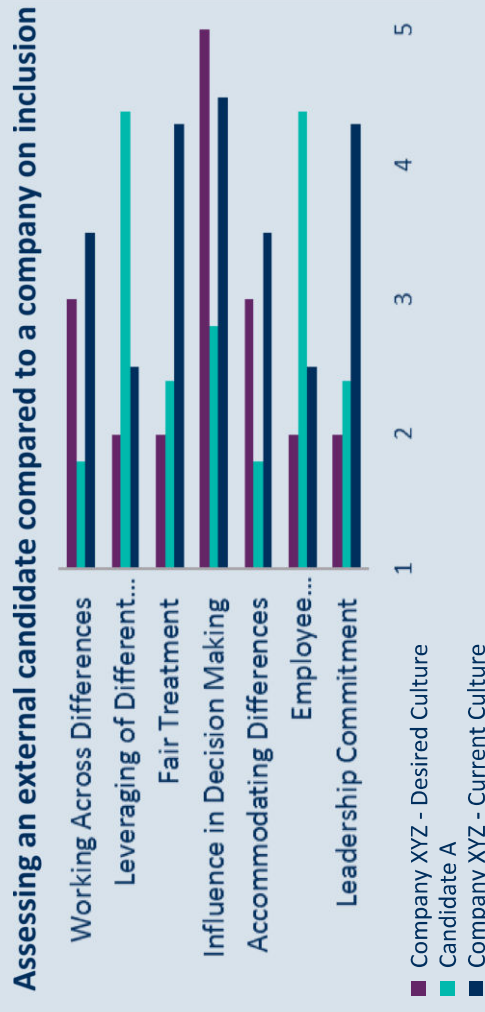
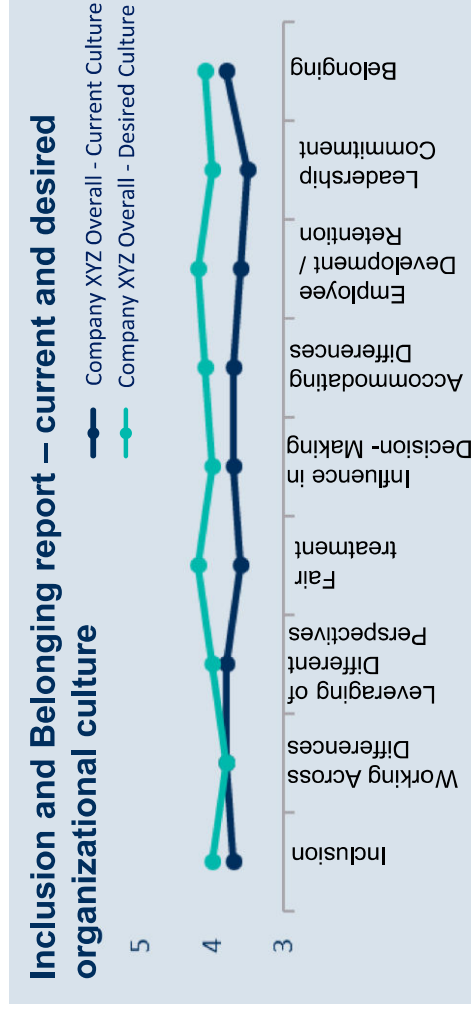


Contextualize D&I results within broader scope of overall culture findings

1 ... At desired versus actual level; as well as cultural fit with candidates

Our proprietary Inclusion Index allows CEOs and Boards to quantify their organizations' level of inclusion which is critical to ensure an organization reaps the full benefits of its diverse talent by instilling a sense of belonging.

- **Inclusion Index:** Measures across 7 dimensions that define current and/or desired level of inclusion and belonging.
- **Provides an unvarnished view of your organization's level of inclusion:** User-friendly online questionnaire (30 min).
- **Identifies gaps between current and desired level of inclusion:** Allows comparison of an organization's actual level of inclusion with its stated level of inclusion. Serves as a reference point for culture change initiatives over time.
- **Offers a framework for creation of a common culture:** Cultural differences within the organization can be understood, providing insight into the successful integration of subcultures, as well as turnover and retention issues.
- **Informs the selection, development and promotion of your organizations culture carriers:** Enhance leadership selection by providing a powerful extra dimension to the evaluation of finalist candidates, allowing the consideration of compatibility along with ability – and enabling you to recruit in and/or develop highly inclusive culture carriers.



Study source: Russell Reynolds Associates' global Culture Analyst™ database; Number of companies: n=40, Number of participants: n=4882

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2 Be more visible to women and cast a wider net

Be more visible

- Consider if there is a sector wide problem – e.g. Google is partnering with Hollywood to inspire girls to pursue careers in computer science. They are working with Disney to create more diverse (female, nonwhite) engineering characters on shows like *Miles from Tomorrowland* and *The Fosters*.
- Try to be recognized for services pertaining to diversity such as “Top 50 Companies for Executive Women”, “100 Best Workplaces for Women,” etc.

Cast a wider net

- From campus recruiting on...
 - Set up recruiting events specifically targeting women, provide scholarships programs and fellowship programs, design specific internship programs
 - Look outside of the traditional core schools/majors
- Throughout the career...
 - Set up events for female clients, stakeholders, alumni (e.g. Women Leadership Forums, Women in Business Conferences, ...)
 - Design a Return to Work Program for females re-entering the workforce after extended absences.
 - Have a Diversity Executive Recruiting team identify prospective executives and connect them to leaders
 - Organize workshops with interview prep for women
- Incentives
 - Design referral programs with higher bonuses for female recruitments
 - Provide recruitment team awards for

3 Ensure neutral job specifications

- Job advertisements, specifically in male-dominated fields, contain often “masculine wording” and therefore subconsciously promote more men to apply to those jobs than women.
 - Words like “active,” “outspoken” and “decisive” suggest the job description was written by a man and will appeal more to men.
 - Words like “considerate”, “understand” and “loyal” suggest the job description was written by a woman and will appeal more to women.
- Masculine wording is unappealing to women precisely because it conveys that they may not belong in that job.
- There are several apps and software to help you analyze job descriptions to detect any unconscious bias that may discourage women from applying. You can use online tools or apps such as
 - <http://gender-decoder.katmatfield.com/>
 - textio.com
- Example:
 - Male version: “We are determined to deliver superior medical *treatment* tailored to each *individual* patient”
 - Female version: “We are committed to providing top quality health care that is *sympathetic* to the needs of our patients

Source: research paper written by Danielle Gaucher, Justin Friesen, and Aaron C. Kay in 2011; Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality.”

3 Ensure neutral job specifications

“Masculine” words

active
 adventurous
 aggressive
 ambitious
 analytic
 assertive
 athletic
 autonomous
 battle
 boast
 challenge
 champion
 competitive
 confident
 courageous
 decide
 decision
 decisive
 defend
 determined
 dominant
 driven

fearless
 fight
 force
 greedy
 headstrong
 hierarchic
 hostile
 implusive
 independent
 individual
 intellect
 lead
 logic
 objective
 opinion
 outspoken
 persist
 principle
 reckless
 self-confident
 self-reliant
 self-sufficient

agree
 affectionate
 child
 cheerful
 collaborate
 commit
 communal
 compassion
 connect
 considerate
 cooperative
 depend
 emotional
 empathy
 feel
 flatterable
 gentle
 honest
 interpersonal
 interdependent
 kind
 kinship

“Feminine” words

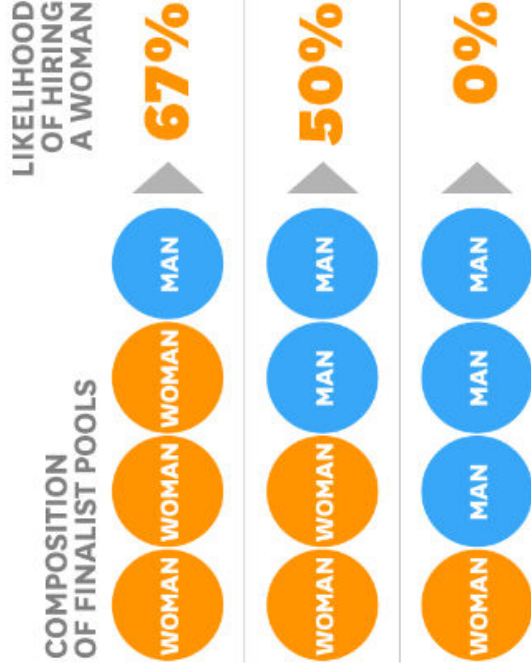
loyal
 modesty
 nag
 nurture
 pleasant
 polite
 quiet
 responsive
 sensitive
 submissive
 support
 sympathy
 tender
 together
 trust
 understand
 warm
 whin
 enthusiasm
 inclusive
 yield
 shar

4 Undergo training for unconscious bias

- Most of us believe that we are ethical and unbiased, and good decision makers, able to objectively size up a job candidate and reach a fair and rational decision
- But in reality, most of us fall short of our inflated self-perception – we all have implicit associations
- The Implicit Association Test is widely recognized as a strong tool to become aware of your unconscious bias
- To tackle unconscious bias
 - **Create awareness** of what our particular unconscious biases are.
 - **Improve the monitoring of the accuracy of individual decision making** (Pope, Price & Wolfers, 2014):
 - You can audit your entire recruitment processes to identify opportunities for unconscious bias and fix them “structurally”. This means being very specific up front about what criteria you are looking for and how you will judge a candidate’s ability against these objectively. Look at whether these criteria are introducing bias into the process and consider where in the process you may find yourself becoming victim to a bias.
 - **Make time for empathy**, particularly “perspective taking,” or the ability to feel or imagine what another person feels or might feel by taking some time to have an introductory discussion around career goals, relationships or hobbies can positively impact the relationship with that person, before moving on to speak about work. (Todd, Bodenhausen, Richeson & Galinsky, 2011).
 - **Micro-affirmations** are small gestures of respect and inclusion and can help you to become more consciously fair with more focus given to listening and inclusion. Valuing and engaging with those from all groups helps to make the workplace a more equitable environment.

5 Insist on inclusive slates of talent

- People have a bias in favor of preserving the status quo; change is uncomfortable
 - When there is only one woman or minority candidate in a pool of four finalists, their odds of being hired are statistically zero
 - When there are two female finalists, women have a significantly higher chance of being hired.
- Why does being the only woman in a pool of finalists matter?
 - It highlights how different she is from the norm. And deviating from the norm can be risky for decision makers.
 - For women and minorities, having your differences made salient can also lead to inferences of



SOURCE STEFANIE K. JOHNSON ET AL

© HBR.ORG

Source: HBR article April 2016: If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired

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6 Ensure a diverse hiring panel

- Interviewing can be subjective with people tending to hiring candidates like themselves. Add different perspectives to the jury and listen to the input.
- Candidates want to come into an environment where they see others like themselves. Clients have seen increased acceptance rates by diverse candidates when similar role models are introduced early in the interview process.
- Best practices in the hiring panel – how Google does it
 - Do not only include bosses and peers in the panel, but also subordinates or someone from a different department who will not be working with the candidate
 - Use a well-prepared and structured interview guide with questions that are the same for all candidates
 - Maintain a comprehensive and objective scoring grid
 - Invest time at the end to make sure that the candidate leaves with a good feeling about the experience (also if they are rejected)

Source: Work Rules! Published in April 2015 by Twelwe; Copyright Laszlo Block. “Here’s Google’s secret to hiring the best people”

Finally: ask questions to your executive recruitment partner

Questions to ask when engaging with executive search companies

- What is your commitment to the D&I issue?
- Have you followed an unconscious bias training?
- What is the gender diversity amongst your successful candidates?
- What is the gender diversity in your company?



Tinna C. Nielsen

**Founder of Move the Elephant for
Inclusiveness**

JUMP GENDER EQUALITY HUB

HOW TO ATTRACT WOMEN: BEST RECRUITMENT PRACTICES

HOW TO DESIGN BEHAVIOURAL INTERVENTIONS



NON-PROFIT ORGANISATION

Tinna C. Nielsen
Anthropologist and Founder

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[Twitter @ tinnaCnielsen](https://twitter.com/tinnaCnielsen)
www.movetheelephant.org
www.inclusion-nudges.org

MAKE IT EASY TO.....



Bobby McFerrin



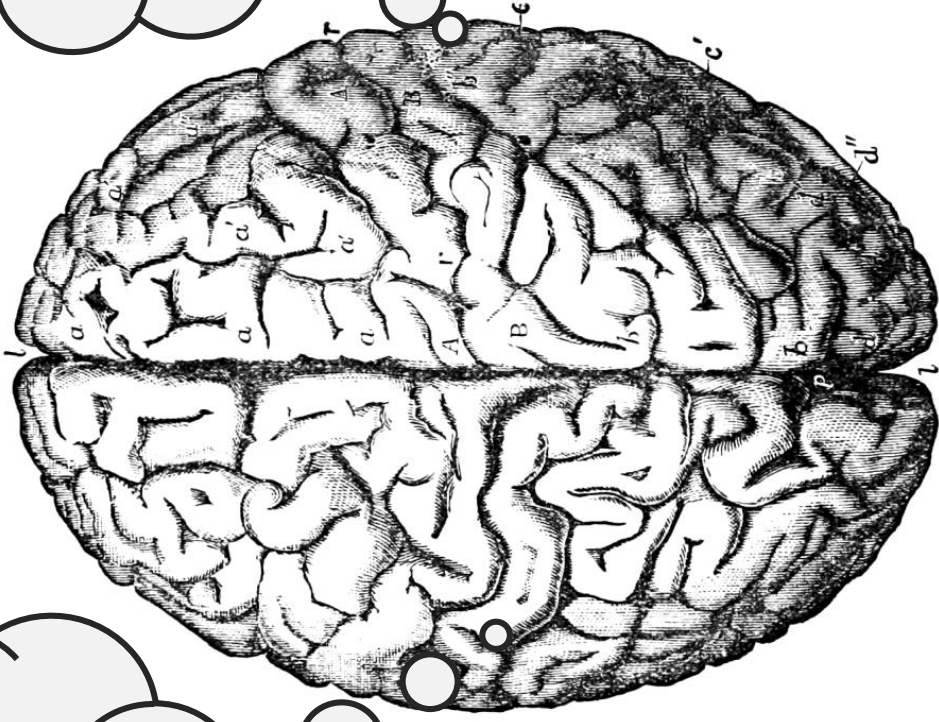
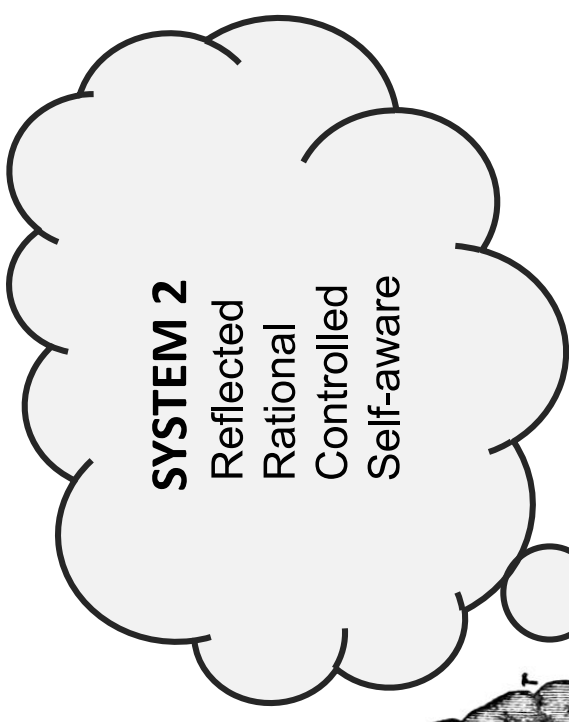
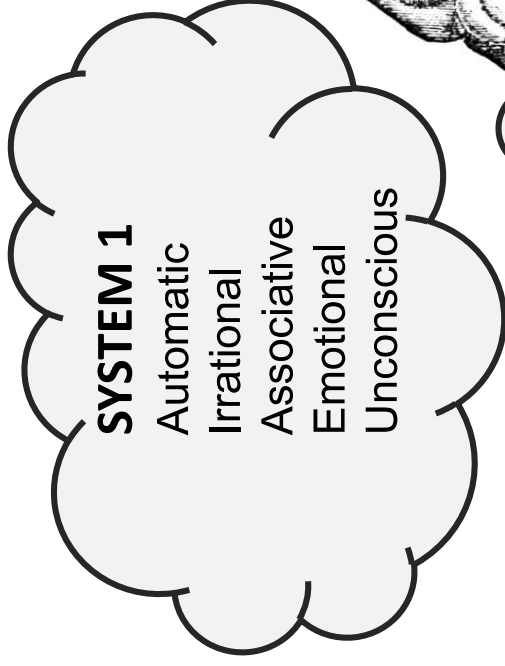
Global changes and challenges

Increased complexity & diversity

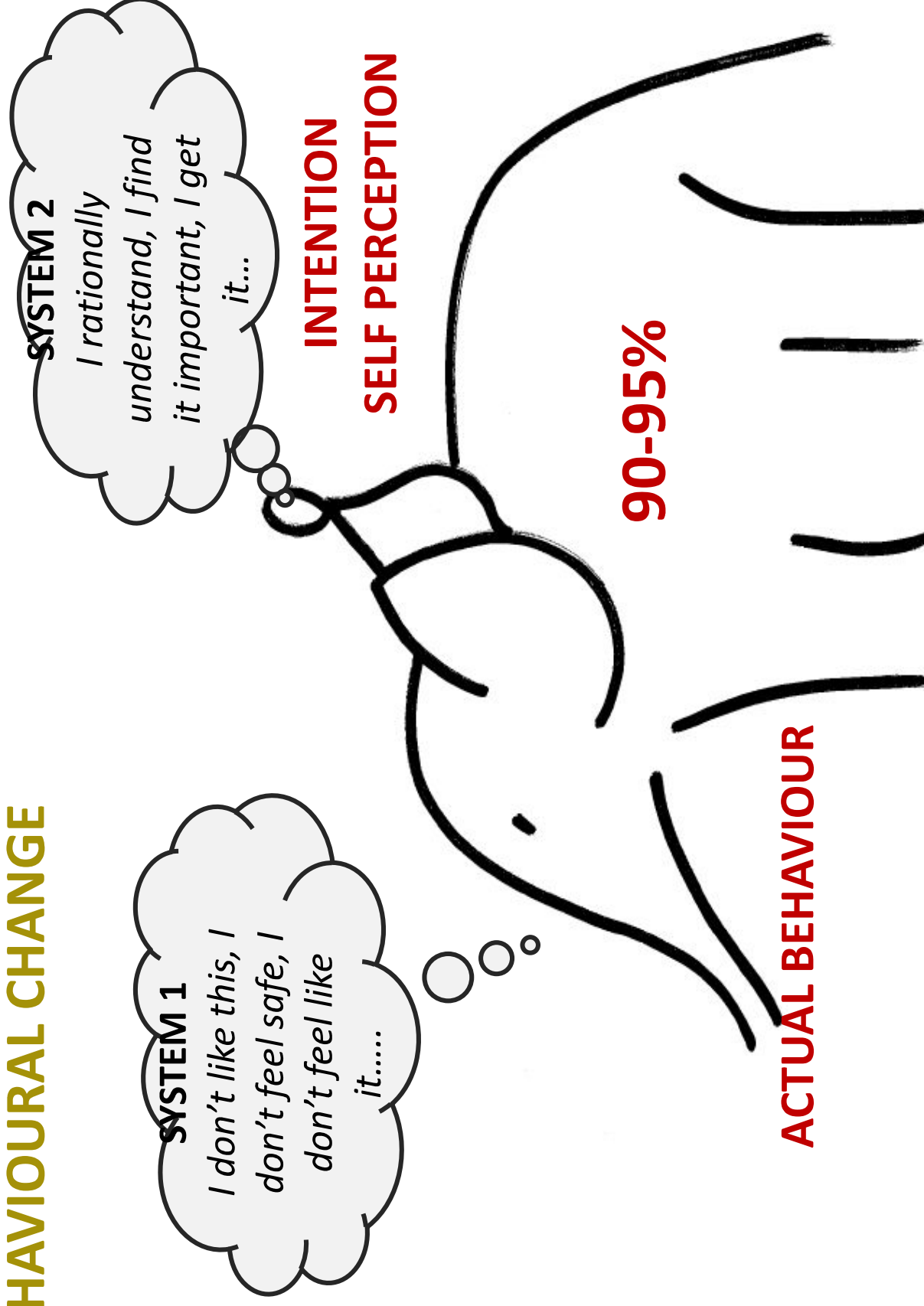


THE HUMAN BRAIN

TWO INTERDEPENDENT COGNITIVE SYSTEMS



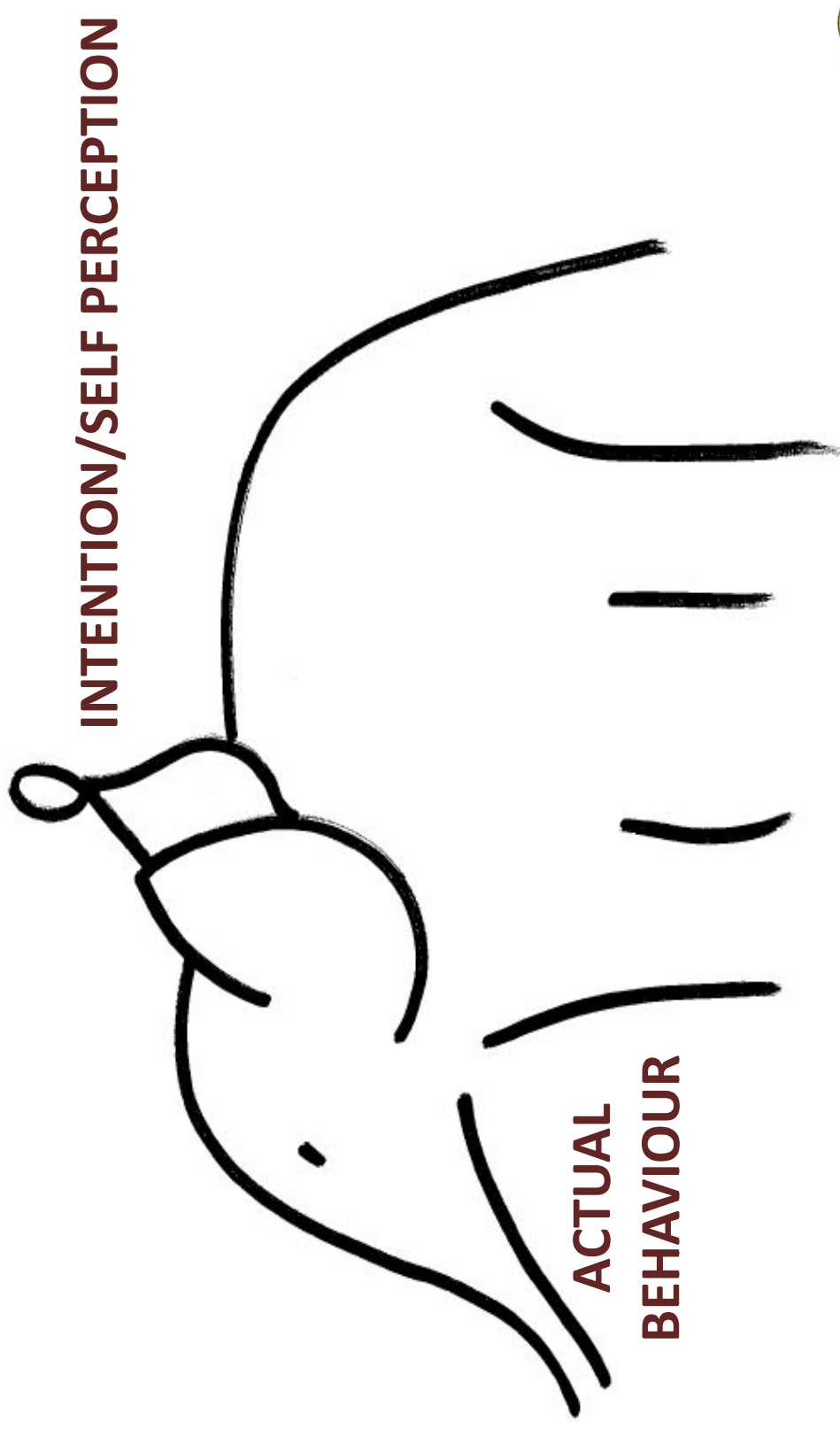
BEHAVIOURAL CHANGE



OUR BRAIN :: AN ELEPHANT AND ITS RIDER



BEHAVIOURAL DRIVERS....





COFFEE CLUB

Prices:

Coffee (with or without milk): 50p

Tea (with or without milk): 30p

Milk only (in your own coffee or tea): 10p

Full cup of milk: 30p

Please put your money in the blue tin.

Thanks, Melissa



image



HOW TO MOVE THAT ELEPHANT

MOVE



THE MELLEPHANT

FOR INCLUSIVENESS

BEHAVIOURAL INSIGHTS & INCLUSION NUDGES

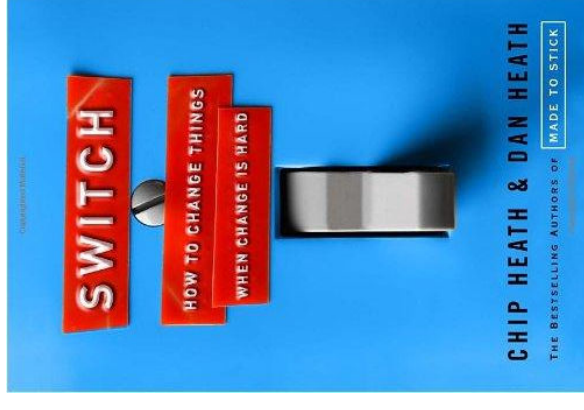
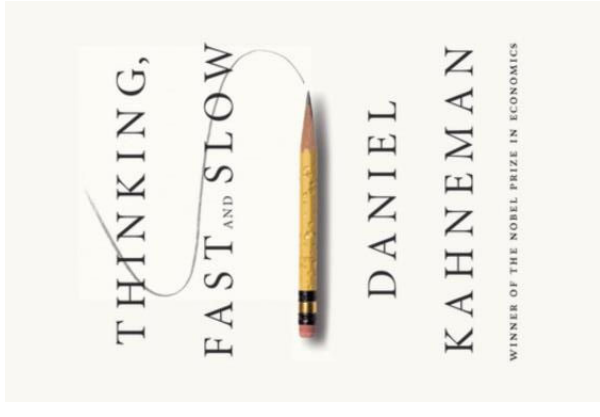
DESIGNED BEHAVIOURAL INTERVENTIONS
TO MITIGATE BIAS
AND LEVERAGE DIVERSITY

SYSTEMIC, CULTURAL & BEHAVIOURAL CHANGE

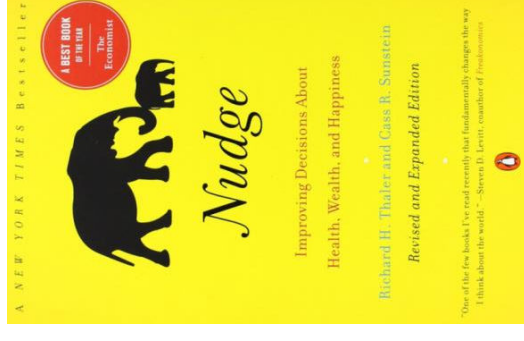
BEHAVIOURAL ECONOMICS

The standard economic model of human behavior includes three traits — unbounded rationality, unbounded willpower, and unbounded selfishness.

Behavioral economics is the science of how human behaviour is driven by ‘bounded’ rationality (irrationality), ‘bounded’ willpower and ‘bounded’ selfishness.



A NUDGE



“...behavioural interventions carried out to influence the choice and behaviour of other people in accordance with their own interests or good intentions”

INCLUSION NUDGES

www.inclusion-nudges.org



Practical behavioural interventions

A non-intrusive mental push
of the unconscious mind,
to mitigate unconscious bias,
help the brain make objective
decisions,
and promote inclusive behaviour
- that will stick



From Two Personal Journeys to A Global Sharing & Education Initiative



LISA KEPINSKI

Founder, Inclusion Institute



TINNA C. NIELSEN

Founder, Move the Elephant for Inclusiveness



THREE TYPES OF INCLUSION NUDGES

‘FEEL THE NEED’ INCLUSION NUDEGE

Intend to make people **feel the need for change** (*motivation*) rather than rationally understand in order to get buy-in and motivate for behavioural changes.

‘PROCESS’ INCLUSION NUDEGE

Intend to help the brain **make better decisions** (*ability & simplicity*) by altering elements in organisational processes, such as hiring, performance review, promotions, decision-making etc.

‘FRAMING’ INCLUSION NUDEGE

Intend to make people **perceive the issue differently** (*perception*) by altering the frame or the anchor of the thought process.

WWW.INCLUSION-NUDGES.ORG

**A global
community of
sharing!**

**A collection of
70 practical
examples on
HOW
you can do it!**

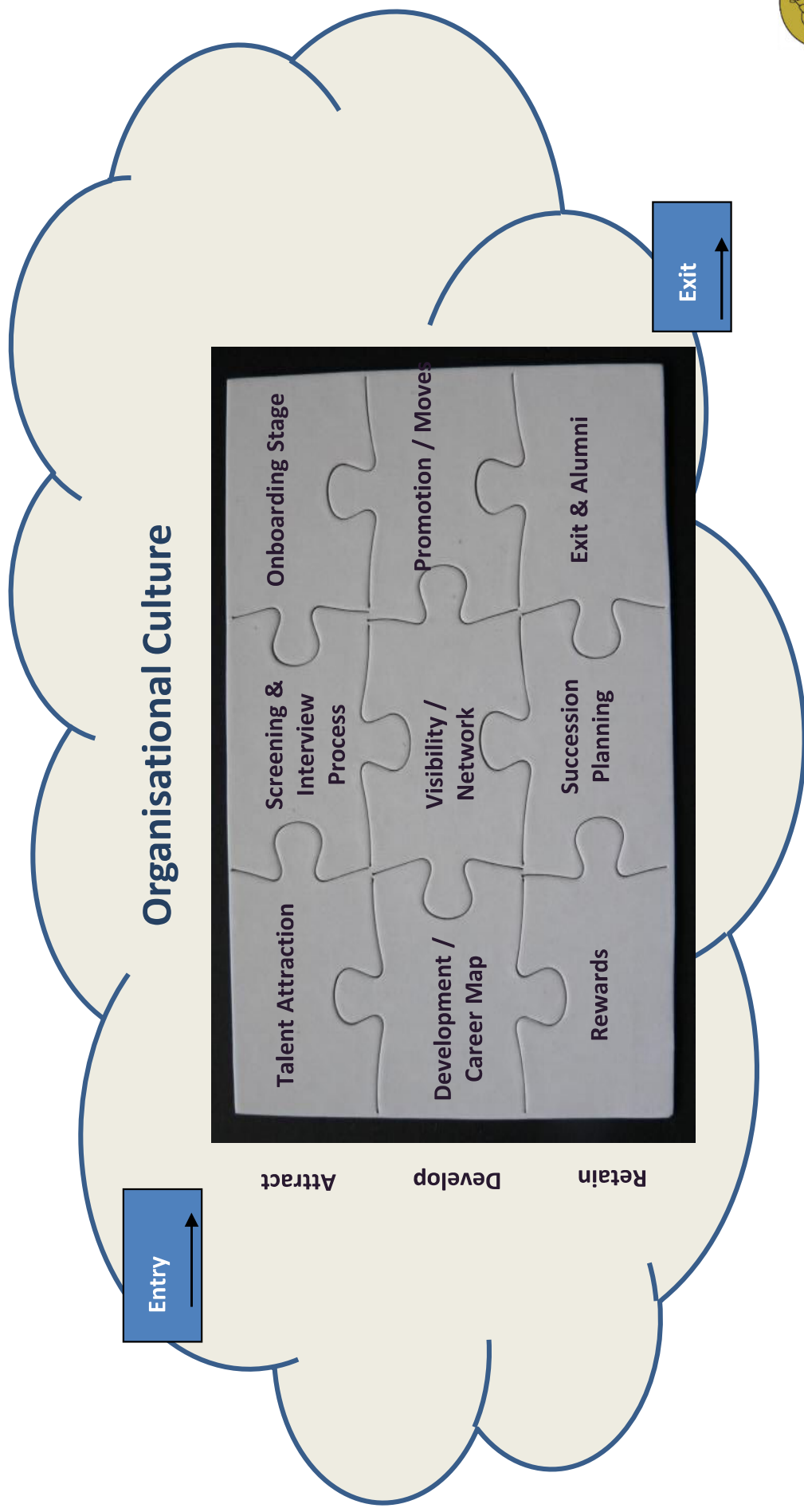


INCLUSION NUDGES examples

DESIGNED BEHAVIOURAL INTERVENTIONS
TO MITIGATE BIAS
AND LEVERAGE DIVERSITY

SYSTEMIC, CULTURAL & BEHAVIOURAL CHANGE

EMPLOYEE LIFE CYCLE FRAMEWORK FOR INCLUSION NUDGES



EXAMPLES OF INCLUSION NUDGES

'FEEL THE NEED' INCLUSION NUDGE

= MOTIVATION

ILLUSTRATE GAP: BIAS VS INTENTION



EXAMPLE :: 'FEEL THE NEED' INCLUSION NUDGE



TALENT REVIEW :: 'FEEL THE NEED' INCLUSION NUDGE









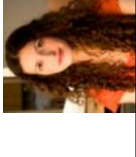

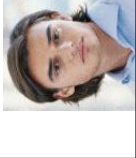

**How likely are you to hire this candidate?
0%-100%?**

**EXAMPLE :: ‘FEEL THE NEED’ INCLUSION NUDGE
SEEING THE IMPACT OF BIASED DECISION-MAKING**



Source: Arla Foods, Cook Ross Inc and Stanford University
Inclusion-nudges.org
Nielsen & Kepinski, 2016. No reproduction or use without permission.



							
70	70	10	70	60	70	70	100
50	80	40	100	80	70	10	90
50	95	20	99	70	85	60	60
60	40	60	90	90	90	99	80
65	99	0	80	10	95	40	75

EXAMPLE :: ‘FEEL THE NEED’ INCLUSION NUDGE SEEING THE IMPACT OF BIASED DECISION-MAKING

EXAMPLE

REDUCE BIAS 'IN THE SITUATION'

“...if she had an American accent and not a German, would I have listened more to the content?”

**ASK YOURSELF
”FLIP-IT”**

”if SHE was a HE would I have reacted or interpreted the same way?”

”if he had 25 years of experience more than me and was not 25-years-old would I have listened differently.....?”



**SPOT YOUR
PATTERNS**



EXAMPLES OF INCLUSION NUDGES

'PROCESS' INCLUSION NUDDGE

= ABILITY & SIMPLICITY



EXAMPLE :: 'PROCESS' INCLUSION NUDGE

FORCE THE UN-REFLECTED CHOOSING TO BE MORE OBJECTIVE

Search/headhunter requirement:

Anonymous candidates on the shortlist (hide identity data in first screening)

E-recruiting:

Anonymous candidates (hide identity data in first screening)



Interview:

One member in the diverse hiring panel participates by phone

Project teams:

Select anonymously based on motivation and skills

WOMEN RATED THE BEST CODERS!

**.....WHEN THEIR GENDER IS KNOWN
ACCEPTANCE RATES**

(OPEN SOURCE PROGRAMMING)

DROPS



EXAMPLE STRUCTURE AND SELECT THE ONE WITH THE HIGHEST TOTAL

Screening criteria Traits/qualifications SCORE 1-5	Candidate A	Candidate B	Candidate C	Candidate D	Candidate E
1. Technical proficiency Factual questions	2	2	4	5	3
2. People development Factual questions	1	2	4	5	3
3. Participatory decision making Factual questions	5	5	5	4	5
4. Xxxxxxx Factual questions	4	3	4	2	3
5. XXX Factual questions	5	5	5	3	4
TOTAL	17	17	22	19	18



EXAMPLE :: 'PROCESS' INCLUSION NUDGE

CHANGE THE NORM BY CHANGING THE DEFAULT (opt out instead of opt in)



Successor Planning

'Who is ready?' vs. 'All are ready now.'
'Why?' vs. 'Why not?'

EXAMPLE :: 'PROCESS' INCLUSION NUDGE

CHANGE MODE OF THINKING TO MORE REFLECTED

INTERVIEW IN TWO PARTS

1



Interview
(shortened 5-10 min)

2

Diverse
recruiting
team
evaluate
5-10 min

3



Evaluate with the
candidate
5-10 min



EXAMPLES OF INCLUSION NUDGES

'FRAMING' INCLUSION NUDGES

= PERCEPTION



EXAMPLE :: ‘FRAMING’ INCLUSION NUDGE

SHIFT FOCUS FROM MINORITY TO INNOVATION AND PERFORMANCE

Target: Composition of high-performance team

- Max. 70% of team members of the same **national/ethnic background**
- Max. 70% of team members of the same **gender**
- Max. 70% of team members from the same **generation**
- Max. 70% of team members from the same **educational/professional background**

Instead of a target for diversity or women representation

CHANGE THE DISCOURSE FROM ‘NICE TO HAVE’ TO ‘NEED TO HAVE’!

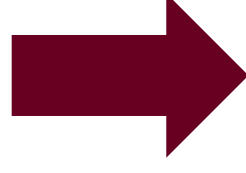
EXAMPLE :: 'FRAMING' INCLUSION NUDGE

CHANGE THE ANCHOR OF THE THOUGHT PROCESS

"Are you internationally mobile?"

VERSUS

"Would you consider an international assignment within the next few years?"



**25% MORE TALENT
(WOMEN)**

EXAMPLE :: 'FRAMING' INCLUSION NUDGE/PRIMING

PRIME SPECIFIC ASSOCIATIONS

'Priming' with words & colours

The word 'elderly' = walk slower

The word 'women' = poorer performance on math test
'Critical thinking' = more diverse perspectives leveraged



Source: D. Kahneman and many others....

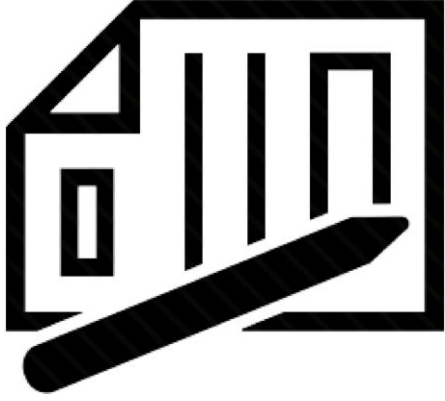
inclusion-nudges.org
Nielsen & Kerpinski, 2016. No reproduction or use without permission.



EXAMPLE :: ‘FRAMING’ INCLUSION NUDGE

FRAME PERFORMANCE APPRAISAL TO INCLUDE INCLUSIVE CULTURE

Change the perception of what are
“valued” employee contributions to the business



“In addition to your formal objectives, identify contributions you have done to make our workplace more inclusive.”

MAKE FEMALE ROLE MODELS 'PRESENT'

Pictures on walls or screen saver

Imagine what a 'strong women' looks like

=
**IMPROVE
PERFORMANCE IN
PUBLIC SPEAKING**
From 2,6 to 3 (5 scale)

=
GAVE LONGER TALK
(24%/49% increase)

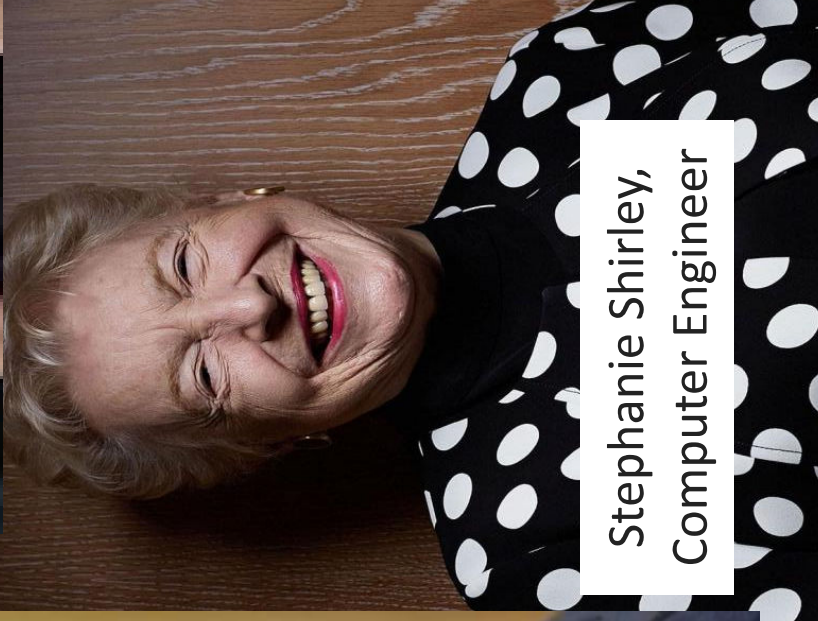
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**UNDERMINE
STEREOTYPES**



Jane McGonigal
Game Designer



Farida Bedwei,
chief technical officer of
software company



Stephanie Shirley,
Computer Engineer

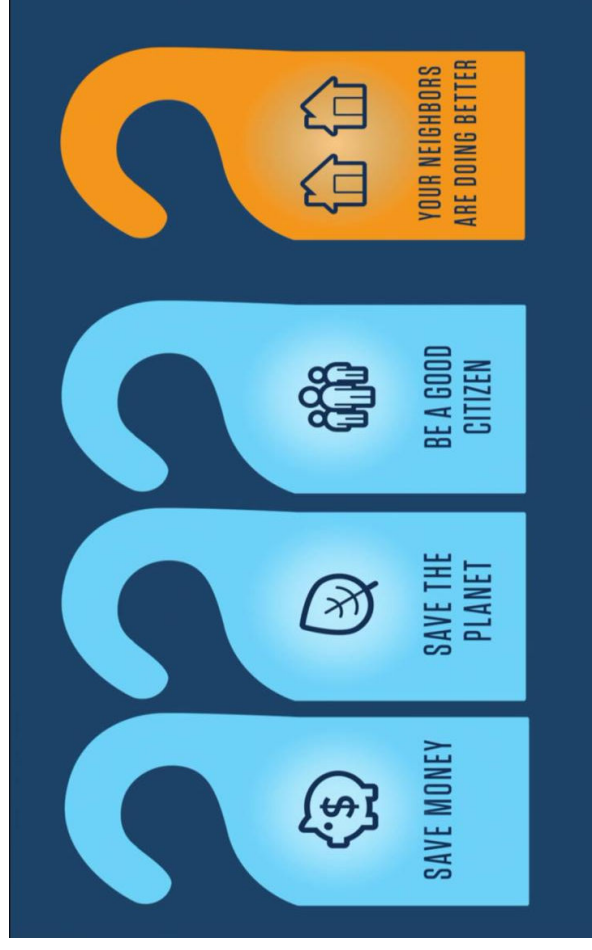
EXAMPLE :: ‘FRAMING’ INCLUSION NUDGE

POINT TO THE RIGHT BEHAVIOUR OF THE HERD— INSTEAD OF COMPLIANCE



**“9 out of 10 of
your
colleagues....”**

**“8 out of 10
leaders in your
business group..”**



4 KEY PRINCIPLES OF INCLUSION NUDGES

- :: MOTIVATE BOTH THE AUTOMATIC & REFLECTIVE SYSTEMS OF THE BRAIN
- :: TARGET SPECIFIC BEHAVIOURAL DRIVERS
- :: DO NOT FORBID OR PUNISH
- :: KEEP IT SIMPLE

WWW.INCLUSION-NUDGES.ORG

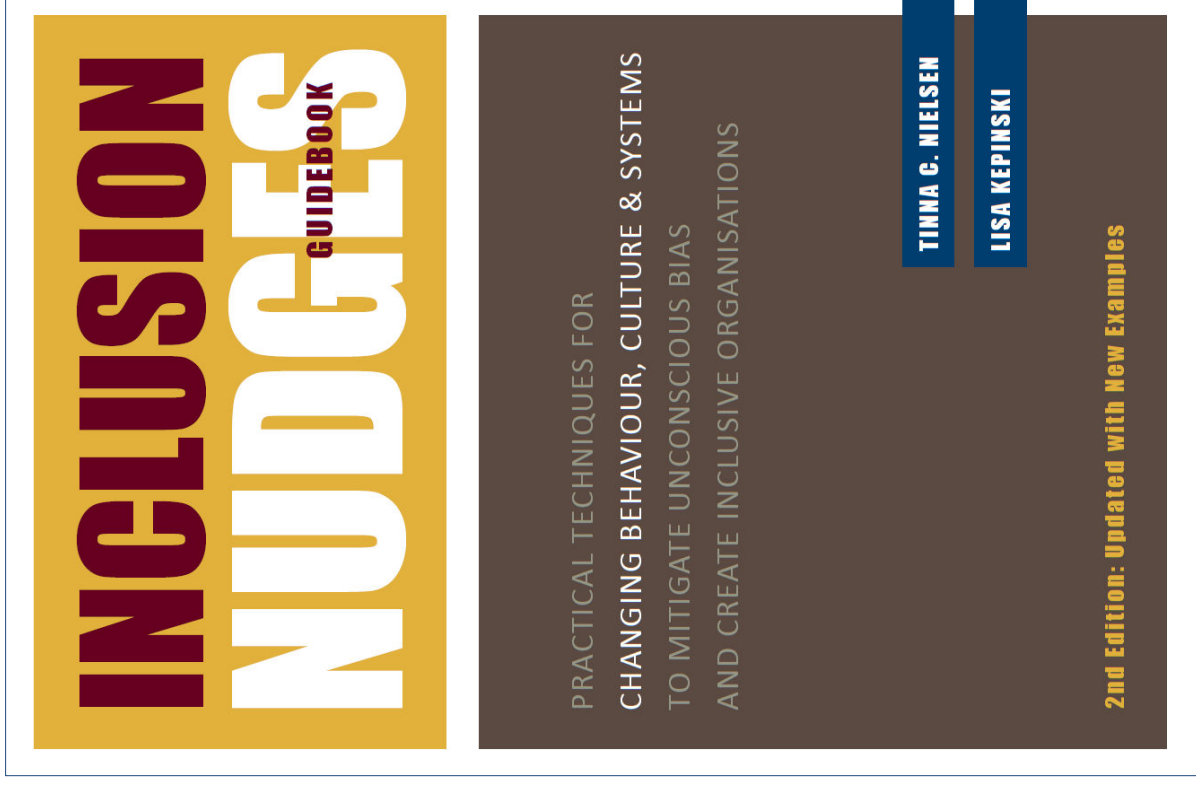
A GUIDEBOOK
with more than
70 examples from
organisations worldwide!

Get a free short-version

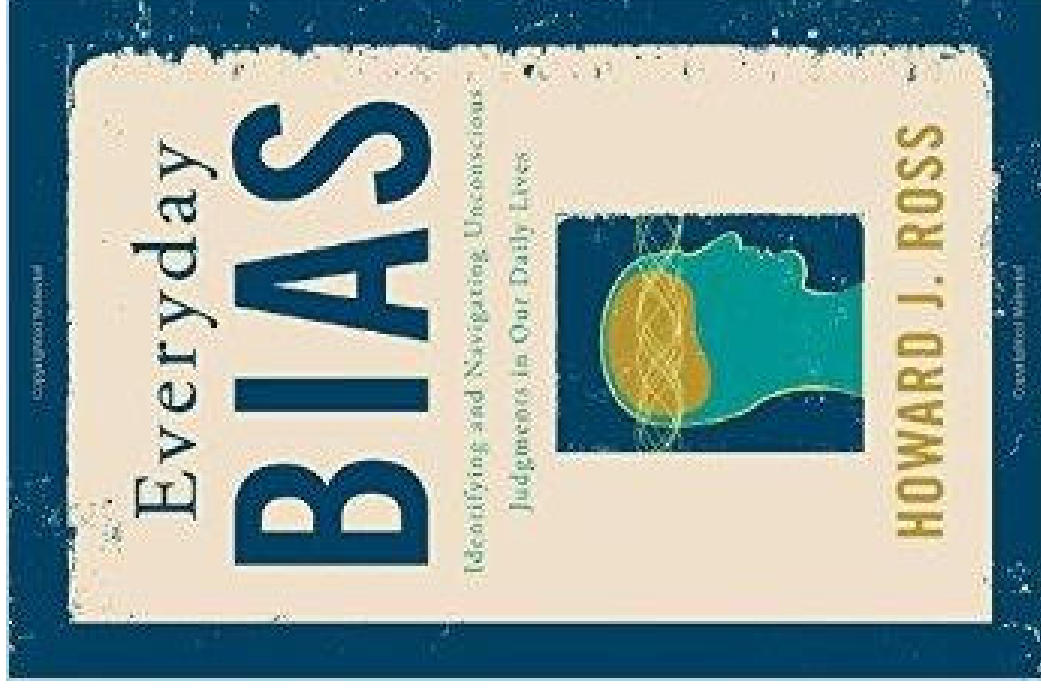
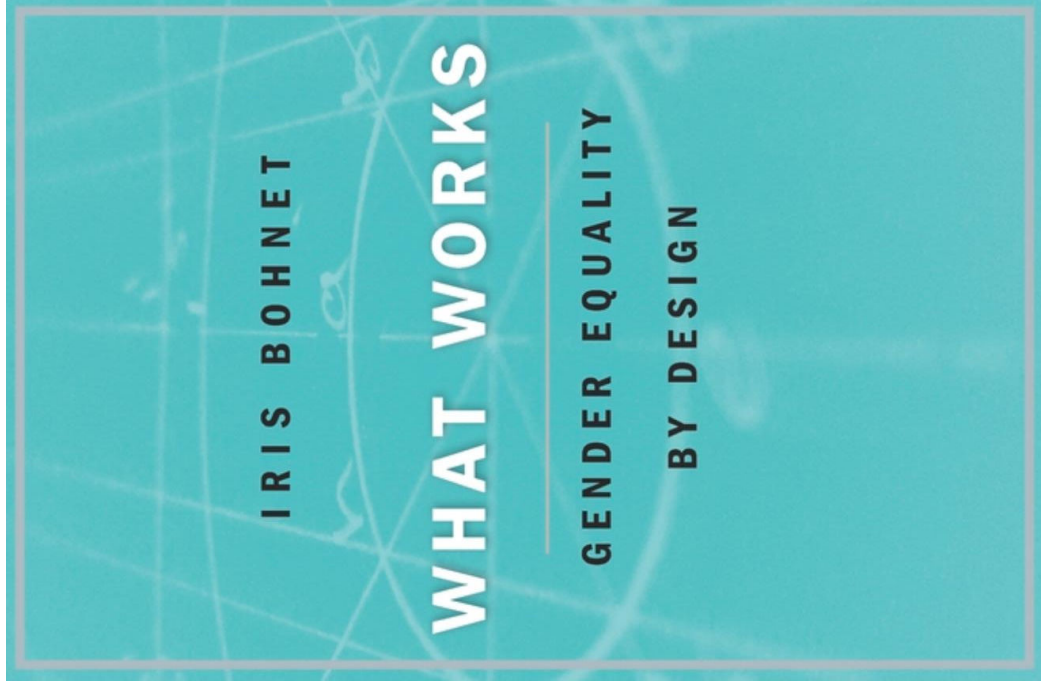
GET NEW INSPIRATION

SHARE YOUR EXAMPLES

GLOBAL COMMUNITY!



More inspiration....



Twitter @ tinnaCnielsen #inclusionnudes

INCLUSION BUDGETS More inspiration

Read the World Economic Forum
blog posts by Tinna

- *We all know workplace diversity makes sense: so why is change so slow? [HERE](#)*
- *Is this why we've not achieved gender equality at work? [HERE](#)*
- *3 ways employers can reduce anti-Muslim prejudice [HERE](#)*

Read the recent article by Lisa & Tinna

- *Unconscious Bias Awareness Training is Hot, But the Outcome is Not – So What to Do About it?*
Medium [HERE](#), LinkedIn [HERE](#)



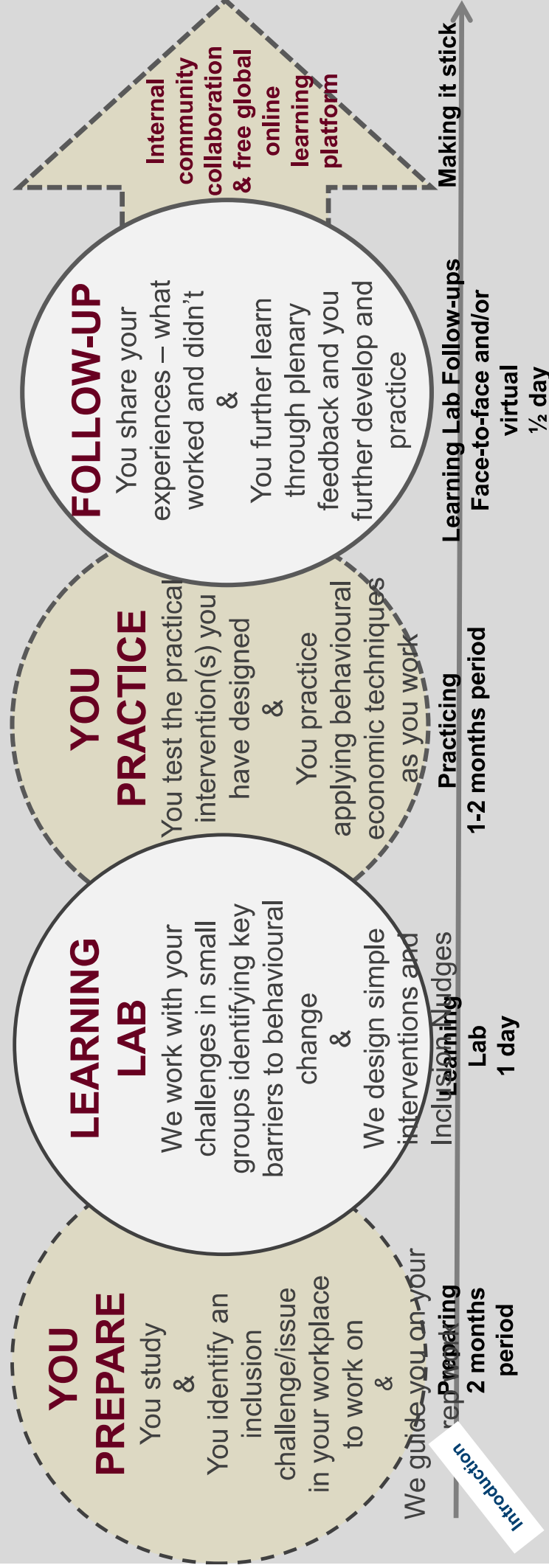
*“Never doubt that a small
group of thoughtful,
committed citizens can
change the world;
indeed, it's the only thing
that ever has”*



INCLUSION NUDGES FULL LEARNING PROCESS

(Including Building an Internal Community)

DEVELOPMENT PROCESS & CONTENT

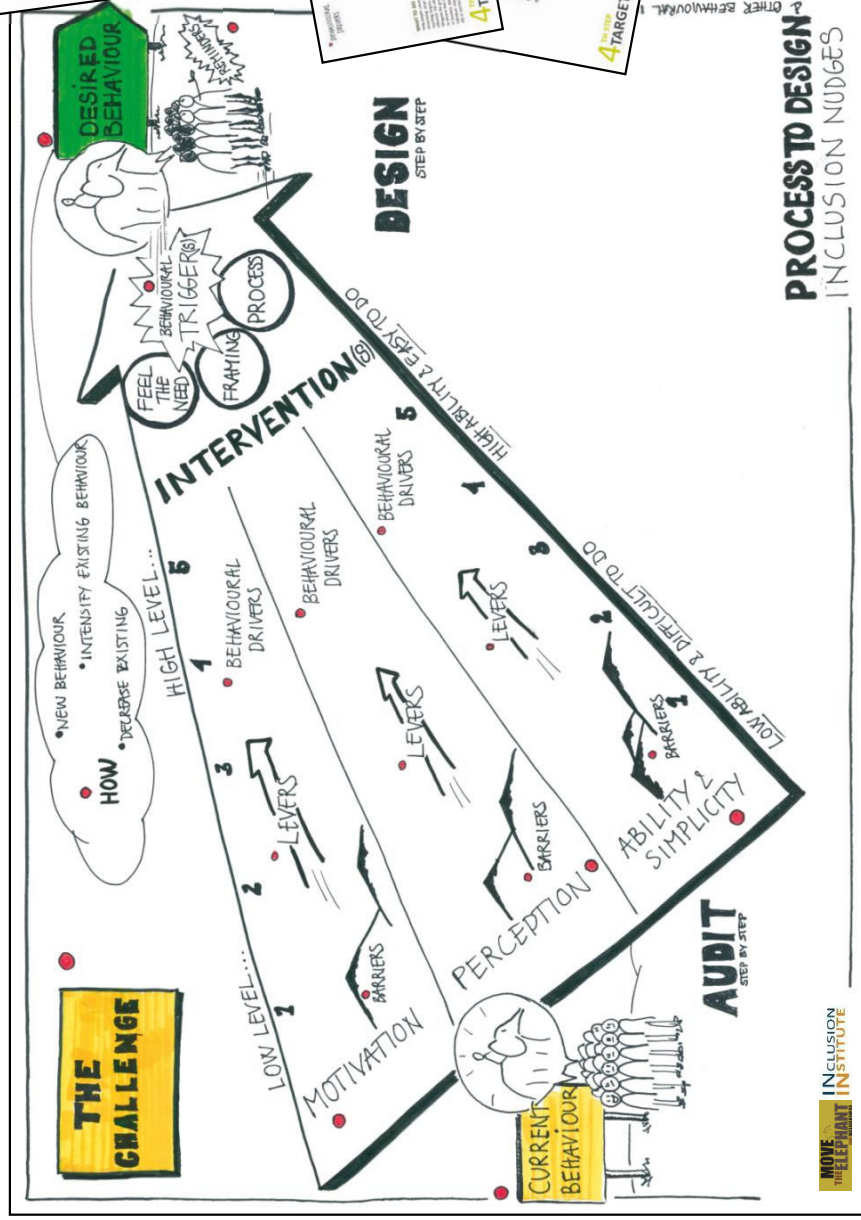


Outcome: YOU CAN CREATE BEHAVIOURAL CHANGE & INCLUSIVE BEHAVIOUR IN AN EASY WAY

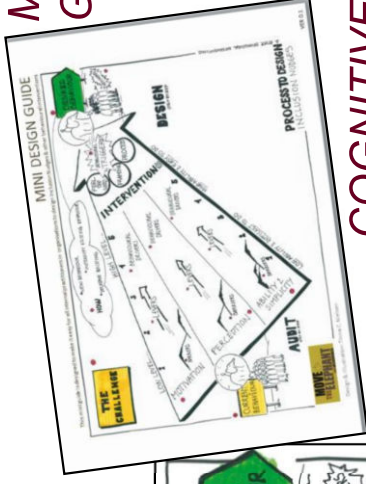
INCLUSION NUDGES AUDIT & DESIGN PROCESS TOOLS

Learning how to influence behaviour & organisational change processes for inclusiveness

PROCESS POSTER



MINI DESIGN GUIDE



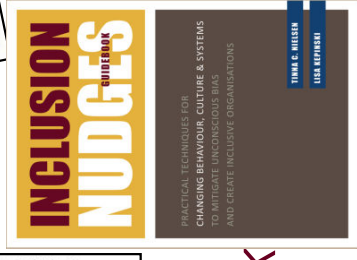
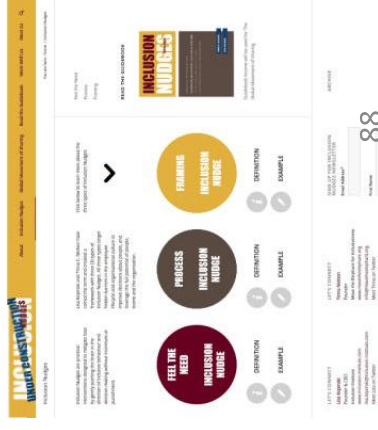
NEWSLETTE



COGNITIVE BIAS DISCUSSION CARDS

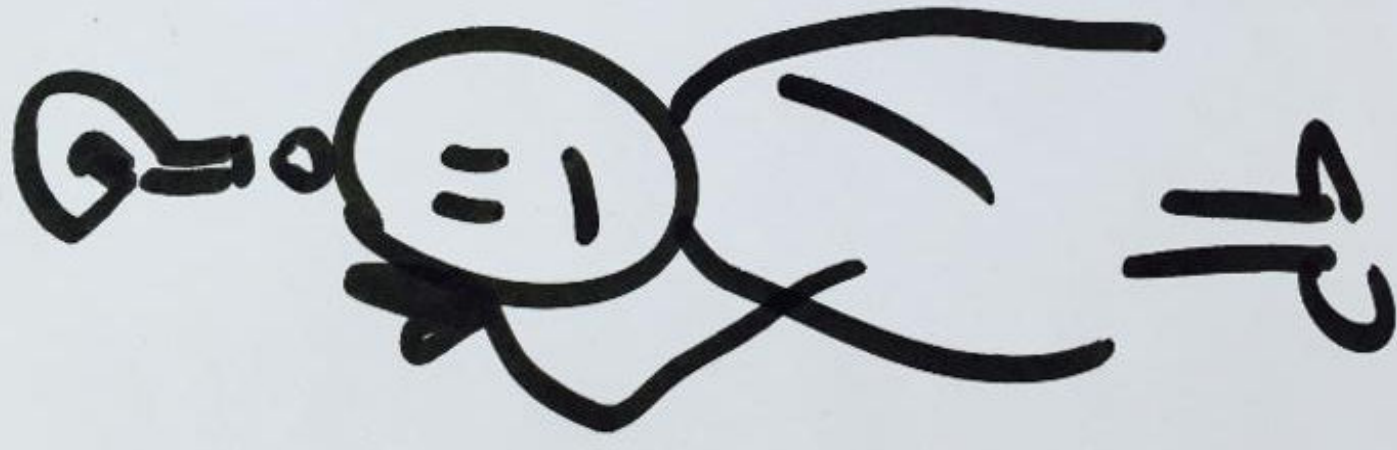


GLOBAL INCLUSION NUDGES COMMUNITY WEBSITE



GUIDEBOOK





***One thing I could
do differently!***

THANK YOU!

MOVE
THE ELEPHANT
FOR INCLUSIVENESS



Tinna C. Nielsen

Founder

Move The Elephant For Inclusiveness

www.movetheelephant.org

www.inclusion-nudges.org

Email: tinna@movetheelephant.org

Twitter: @tinnaCnielsen



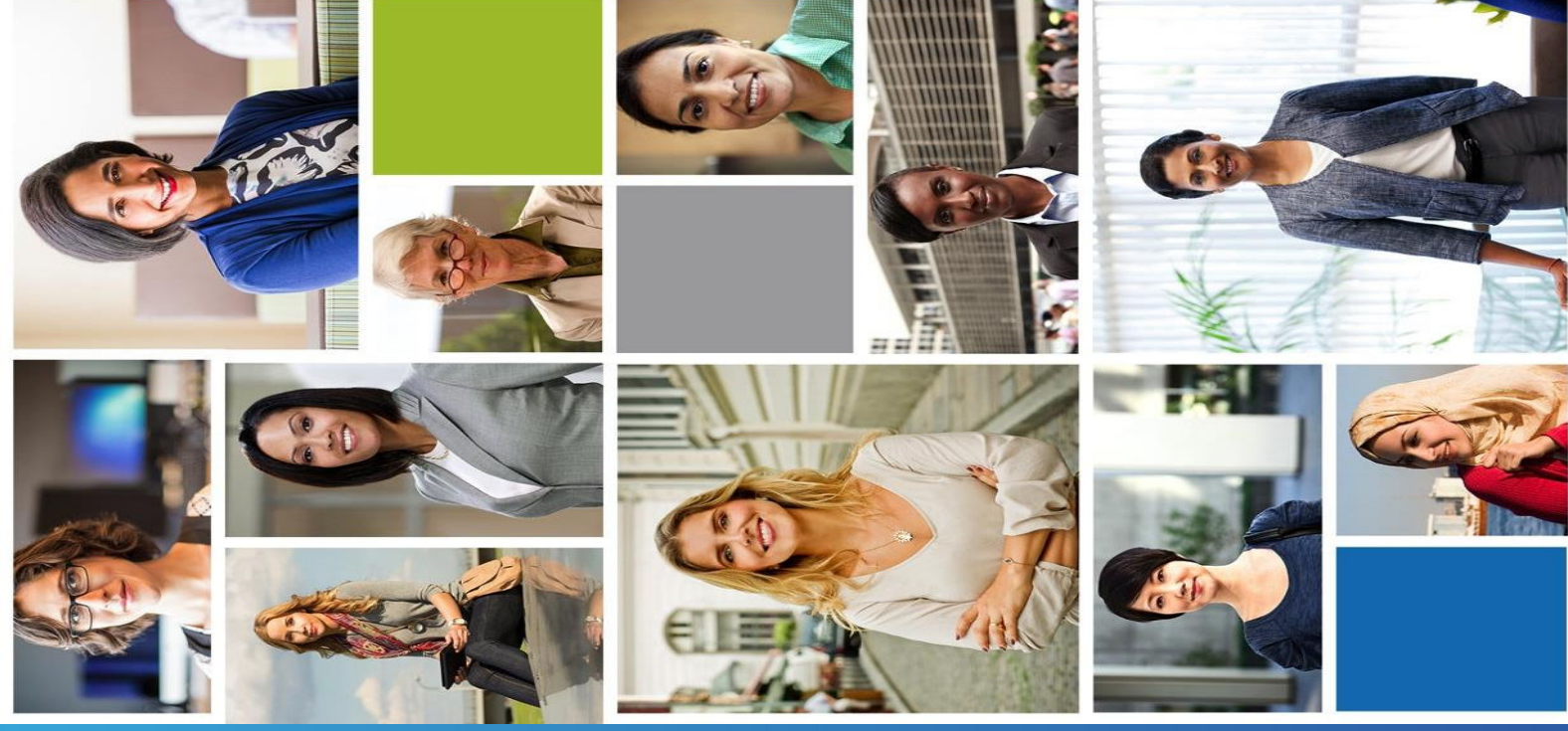
Pastora Valero
Vice President, Public Policy
and Government Affairs for
Europe, Middle East, Africa
and Russia, Cisco Systems,
Inc.



The Female Talent

Pastora Valero pvalero@cisco.com
Vice President Government Affairs EMEAR

27 September 2016



The numbers say diversity, inclusion & collaboration = business imperative



Racially Diverse Companies
15X More sales revenue

Innovative Companies
Product revenue targets 46% more often
Product launch dates 47% more often

Diverse Work Teams
6X Higher results than homogenous teams

Gender Diverse Boards
26% Better performance than male-only

Women & Minority Owned
50% of small businesses

Women-Owned Businesses
Up 20% in 10 years

Source: The Innovator's Toolbox:
Empowering the Next Wave of Difference
Makers, Aberdeen Group, 2009

Source: Dr. Edward Hubbard,
The Business Case for Diversity

Source: Research Links Diversity with
Increased Sales, Revenues and Profits,
Diversity Executive, April 2009

Source: Credit Suisse Research Institute,
Gender Diversity & Corporate Performance,
2012

Sources: U.S. Small Business Administration
Office of Advocacy Center for Women's Business
Research 2012

Diversity Enhances Teams

Groups with **greater diversity** solve complex problems **better and faster** than homogenous groups.



Scott Page, The difference: How the power of diversity creates better groups, firms, schools, and societies, Princeton University Press, 2009.

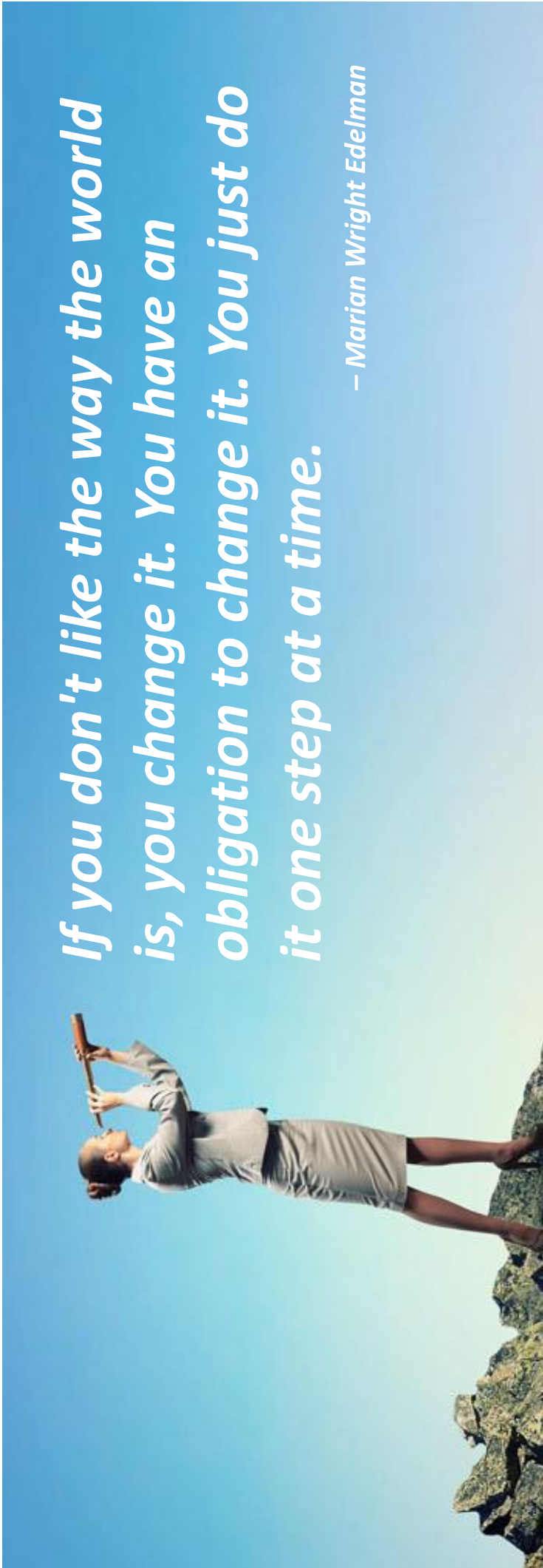
Gaps in the Female Talent Pipeline

Share of female workforce, %

Industry group	CEOs	Board members	Senior roles		Mid-level roles		Junior roles		Line roles		Staff roles	
			Current	2020	Current	2020	Current	2020	Current	2020	Current	2020
Industries Overall	9%	28%	15%	25%	24%	33%	33%	30%	34%	35%	39%	
Basic and Infrastructure	2%	35%	9%	17%	13%	21%	22%	14%	23%	20%	27%	
Consumer	10%	21%	16%	24%	26%	33%	33%	31%	34%	37%	41%	
Energy	0%	32%	11%	20%	19%	27%	24%	19%	25%	22%	30%	
Financial Services & Investors	9%	19%	20%	30%	33%	40%	43%	35%	39%	42%	43%	
Healthcare	6%	—	15%	28%	31%	44%	39%	44%	49%	41%	48%	
Information and Communication Technology	5%	19%	11%	20%	21%	29%	32%	23%	32%	33%	38%	
Media, Entertainment and Information	13%	22%	25%	33%	25%	32%	35%	38%	43%	47%	46%	
Mobility	9%	17%	13%	21%	21%	30%	28%	25%	31%	34%	36%	
Professional Services	9%	23%	22%	34%	33%	40%	39%	44%	44%	44%	46%	

Source: Future of Jobs Survey, World Economic Forum.

* <http://reports.weforum.org/future-of-jobs-2016/gaps-in-the-female-talent-pipeline/>



*If you don't like the way the world
is, you change it. You have an
obligation to change it. You just do
it one step at a time.*

– Marian Wright Edelman

Driving Leadership Capability

“You have follow your convictions. You need to build a leadership team that you trust and that together are actually better based on their diversity and different thinking they bring to the game.”

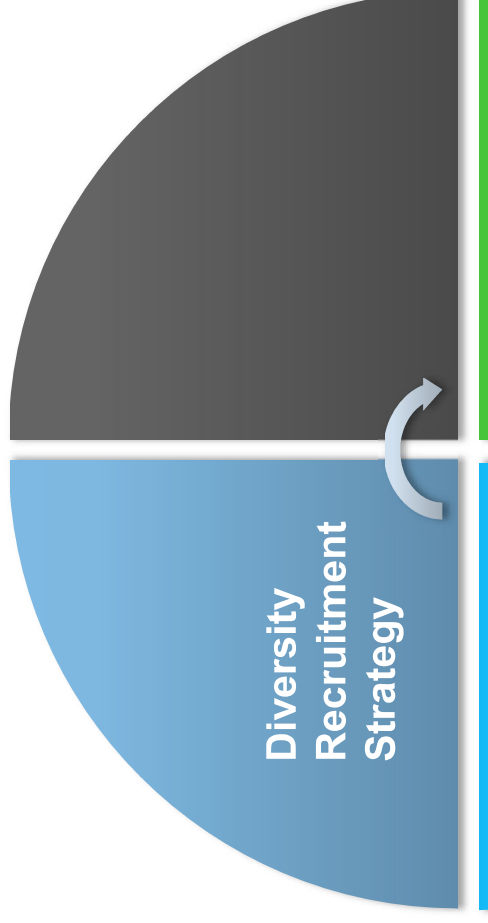
CEO, Cisco *Chuck Robbins*



Hiring, Developing, Retaining, Women of Impact



Diversity Recruitment Strategy



- Diverse Interview panels
- Manager 'Biased' Training
- Transparency & Accountability

Diverse InterviewER Panels

Business Challenge

- Cisco needs to lead the industry to evolve into an even more diverse and inclusive work environment, and unintended consistency in hiring in some areas of the business has created a hindrance to innovation

Solution

- Hiring Managers require that all interviewER panels consist of at least person who is of a different ethnicity and one person who is of different gender than all other team members.

Benefits

- Diverse InterviewER Panels enable panelists to keep each other honest by creating awareness and sensitivity towards the needs and cultural differences of individual candidates.
- Diverse candidates are more likely to accept an offer if they 'see themselves' on the panel.
- Diverse InterviewER Panels are a powerful tool to support developing employment trends, and to avoid an unconscious bias in the selection of new employees.



Managing Bias Training

Business Challenge:

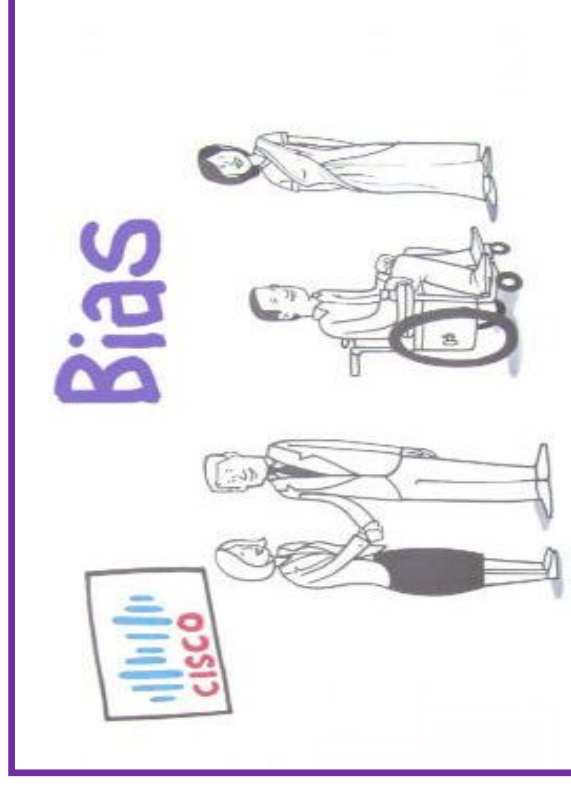
- Create a more open environment where Managers and Employees can access the best and brightest talent and ideas through greater inclusion enabled by education on biases and tools to mitigate it.

Solution:

- Global, scalable training tool conducted completely online: all take an e-learning about the science behind bias; Managers take virtual workshop where they are equipped to then facilitate a further dialogue with their teams in a team meeting.
- Leaders discuss scenarios where bias may occur, such as in hiring or promotion decisions, so that they can then host a team discussion, role-model inclusive behaviors and create action plans.

Benefits:

- A shift in the overall thinking and how people 'show up' and exercise inclusive behaviors.
- By including everyone, we include the best ideas, so that we can solve tough customer problems and become the No. 1 IT Company.



Data Transparency Solutions

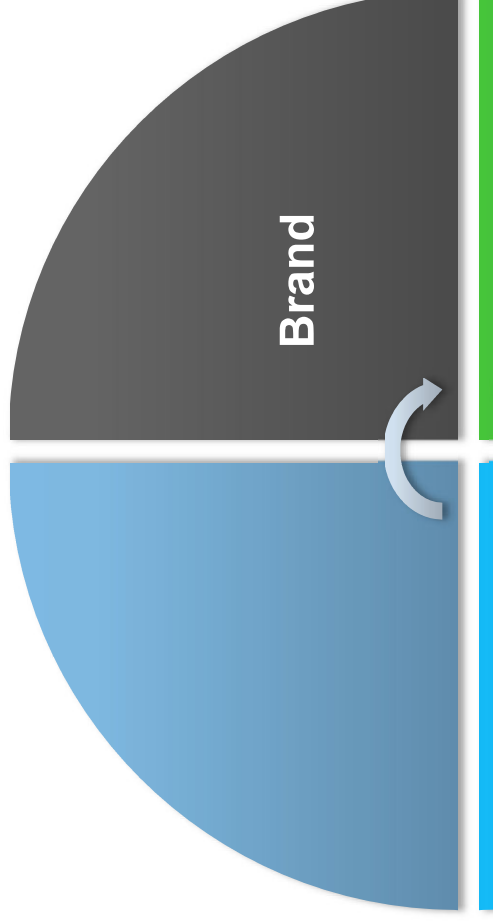
Inclusion Dashboard : Provides a view of the diverse mix of talent for each organization

Interview Dashboard :

- **Diverse InterviewER Panels (DIPs)** refer to the diverse make-up of the group of Cisco employees that are conducting interviews for a particular position. Participants usually include members of direct and cross-functional teams
- **Diverse Candidates InterviewED (DCIs)** refers to the gender (Global) and ethnic (US-Only) diversity of the candidates being interviewed for a particular position or requisition, whether it is for a university or professional position.



Brand



- **Building the Pipeline**
- **Content/messaging/PR**
- **Social media – ambassadors**
- **Events – DARE, Jump, Women of Impact**
- **Collaterals, Publications – The Internet of Women**
- **Online communities – Women in Networking**

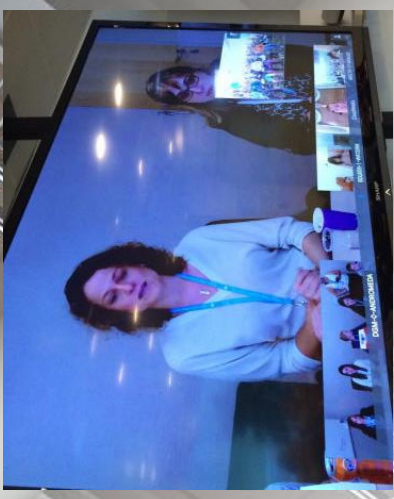
Greenlight for Girls – Ambassadors

Greenlight for girls is an international organisation dedicated to *inspire girls* of all ages and backgrounds to pursue STEM subjects - Science, Technology, Engineering and Mathematics - by introducing them to the *world of science* in fun and exciting ways!



September 2015 Newsletter
greenlight for girls
The future is full of possibilities





PROGRAMA ESCUELA IT ROCKS





GIRL BY TECH FEST 2016
 Saturday, 30 April 2016
 Info: <http://digitalmuse.org>

digitalmuse.org
 What's your story?

GIRLS IN ICT DAY
 23 APRIL 2015

Expand horizons,
 change attitudes
www.girlsint.org





Next Generation Women Leader

Our **DARE program** is designed to encourage and inspire women who are just starting out in their careers. Short for Development, Authenticity, Readiness, and Excellence, it's a one-day, interactive workshop that focuses on key issues like visibility, internal politics and positive branding.

JUMP is a nine-month program that brings high-potential, mid-level female participants together to focus on authentic leadership, strategic thinking, and increasing impact.

Both programs are significantly improving talent retention within these important groups and making it more likely that our emerging women leaders will stay and develop their career at Cisco.

Women of Impact - Connected Women

- Approximately 10,500 Attendees 20% increase
- 125 External Broadcasts
- 43 Countries - 89 Sites
- Approximately 2000 Global Partners/Customers
- 500 Volunteers
- Cisco Executive Line Up
- Media Coverage- Highest Cisco Chat Tweets

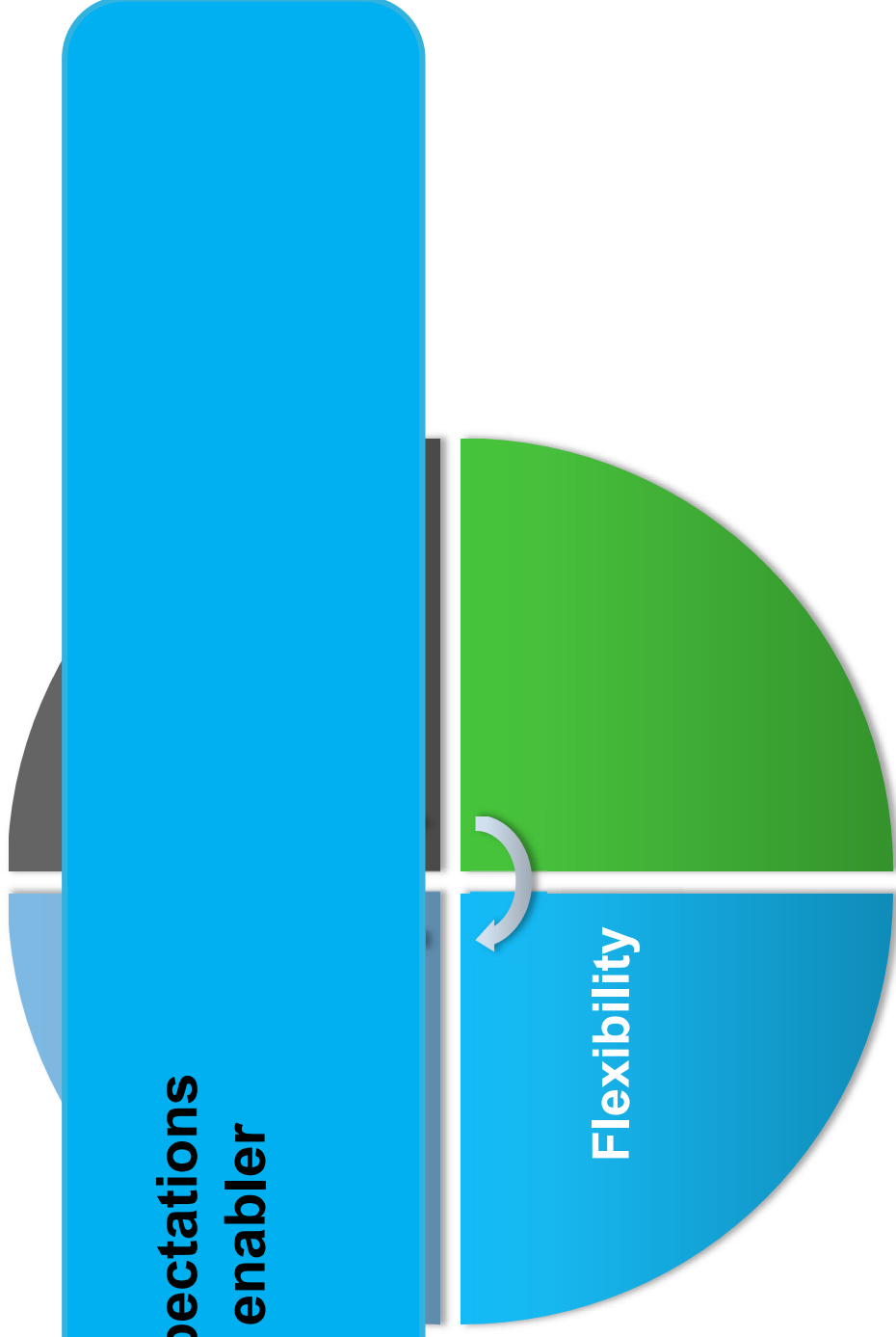
Customer Value Add:

RedHat Recognition
Techvibes (blog)Red Hat's EVP
of Strategy and Marketing
Discusses [Diversity and
Inclusion at Politik's Interzone](#)

*“How is Red Hat supporting
enhancing **diversity** and
inclusion in the IT ... major
partner events on **diversity** and
inclusion, like **Cisco's Women of
Impact.**”*

Flexibility

- Different work expectations
- Technology as an enabler



Workforce Trends

The Physical Workplace, How and Where People Work is Being Redefined

Collaboration



- Workplace more distributed than ever
- Higher collaboration needed for geographically dispersed teams

Flexibility



- Younger workforce driving change
- Need to retain existing ageing talent innovatively
- Higher traffic congestion necessitates home-office and near-office options

Consumerization



- Consumerization of IT driving new product innovations
- IT applications and services are more socially aware and end-user-friendly

Work Life

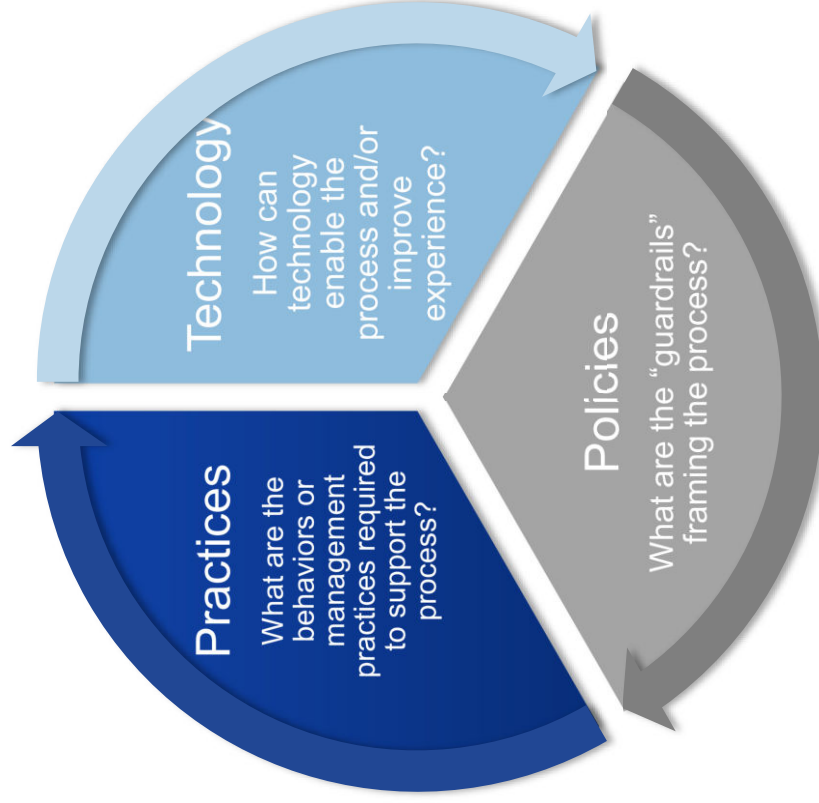


- Interplay between professional and personal lives
- Balance is key to talent attraction and retention

Enabling Flexibility

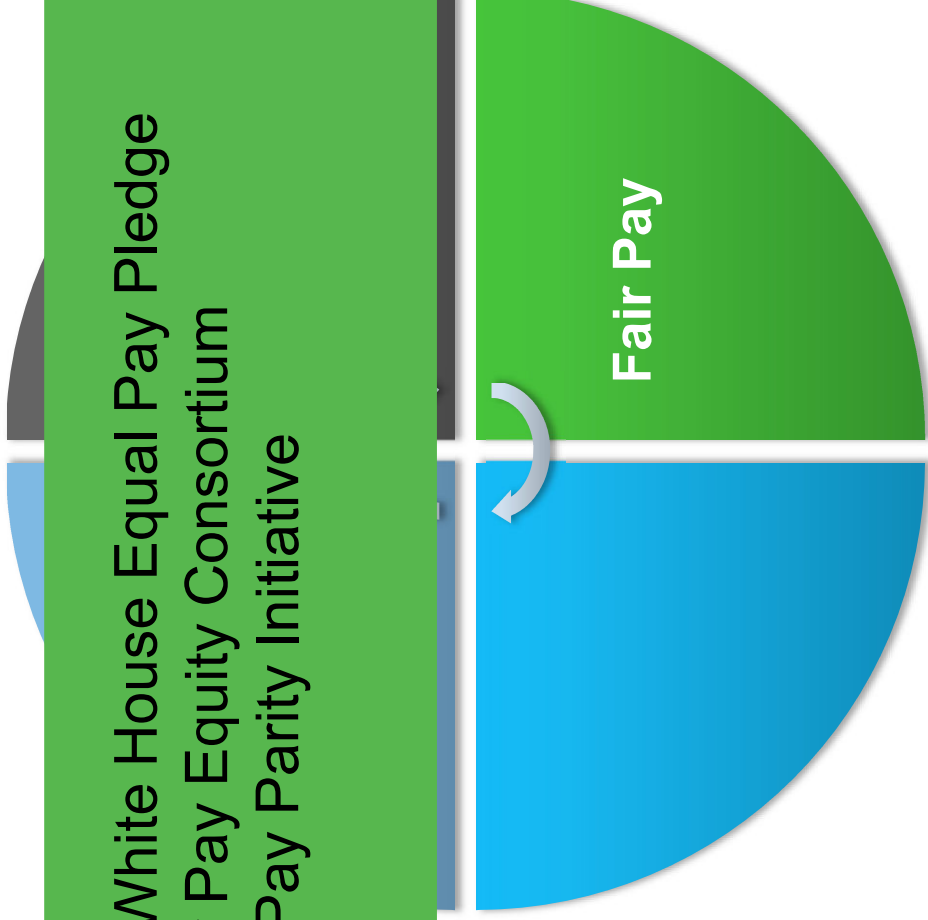
- Of employees work outside the US
- Collaborate with people in different time-zones
- Work in different location from their manager
- Telecommute at least once a week
- Classified mobile workers
- Work in a fully remote manner

- Additional annual productivity per employee from commute avoidance
- Added annual productivity globally from commute avoidance
- Average employee savings annually in commute avoidance
- Percent more likely flexible employees are highly engaged versus traditional employees
- Percent lower turnover for flexible/remote employees versus traditional and cost savings
- Flexible workers are more productive when collaborating with others



Fair Pay

- Signer of the White House Equal Pay Pledge
- Employers for Pay Equity Consortium
- Cisco Global Pay Parity Initiative



Pay Parity Initiative

“ Cisco’s global Pay Parity initiative is supporting our longstanding commitment to fair pay for everybody, regardless of gender, race or ethnicity. It is an integral part of Our People Deal. I hope that others will support this pledge as it will help further our ongoing commitment to not only drive fairness and equity but to identifying and promoting best practices that will help close the national wage gap for all workers.

- Fran Katsoudas



Simply put, once women
connect, they engage; once
then engage, they embrace;
once they embrace, they drive.
And that's the future.
It is the Internet of Women!



THERE'S NEVER BEEN A
BETTER TIME
to do something amazing



JUMP

27th September 2016

JUMP ***Gender Equality Hub***

Best practices sharing session
Moderated by Christine Cecil

- **Round table discussion with all participants**
 - ▶ Moderated by Christine Cecil
- **What are you doing in your organisation to recruit more female talent and ensure workplace diversity?**
 - ▶ What are the best sourcing and recruiting methods?
 - ▶ How can we optimise the hiring process?
 - ▶ How can we make recruiting, hiring managers, and executives accountable for diversity in hiring?
 - ▶ How can we attract women in male-dominated sectors? How can we increase the size of the talent pool?
 - ▶ *Looking at unconscious bias in the hiring process, diverse recruitment teams, targets, women-friendly job ads, advertising where women look, female friendly benefits programme, female company role models, women-friendly corporate culture...*

JUMP

27th September 2016

JUMP
Gender Equality Hub

Wrap-up

- Don't forget to fill in the **evaluation forms!**
- Evaluation of the JUMP Gender Equality Hub (2013-2015)



- **Select your 4 favourite topics in the proposals below (or propose other topics) & let us know if you'd like to host a session**
 - ▶ How to design a bias-free organisation
 - ▶ Changing organisational culture to mainstream your diversity strategy
 - ▶ Inclusive leadership (to boost engagement, productivity and diversity)
 - ▶ Political skills, networking and transparency in organisations
 - ▶ Diversity and cross-cultural management
 - ▶ Setting gender-diversity goals – an enabler or a barrier?
 - ▶ What training & development for a gender-balanced organisation?
 - ▶ How to create and manage a successful internal diversity network
 - ▶ Agile & flexible work models: how to make them sustainable
 - ▶ Creating a sponsorship culture & mentoring
 - ▶ Men and Women partnering for Diversity & Inclusion
 - ▶ How anti-discrimination legislation may impact your business

JUMP Academy, workshops to boost gender equality at work

- **Customised workshops tailored to your company's specific needs, for both women and men, women only and men only:**
 - ▶ Drive your diversity network
 - ▶ Boost your female talent pool
 - ▶ Train your managers in gender equality
- **A team of 60 multi-lingual trainers all over Europe**
- **For more information, please contact JUMP:**

Carole Bossaert

Mail: carole.bossaert@jump.eu.com

Tel: +32 475 31 84 61



Show your support to women or/and to gender equality with our **JUMP Badges!**



Offer one **JUMP Sorority Bead** to a Woman whose career you commit to support!

JUMP

Promoting gender equality, advancing the economy

*Thank you
and see you next time!*